

Spokane Transit Authority
1230 West Boone Avenue
Spokane, WA 99201-2686
(509) 325-6000

PLANNING & DEVELOPMENT COMMITTEE MEETING

Wednesday, December 6, 2023

10:00 a.m. – 11:30 a.m.

Meeting via Virtual Conference

w/In Person Public Viewing Option

Spokane Transit Authority, 1230 W. Boone Avenue, Spokane, WA

Virtual Link:	Join here	
Password:	Members: 2023	Guests: 1223
Call-in Number:	1-408-418-9388	Event #: 2488 369 2507

AGENDA

1. Call to Order and Roll Call
2. Committee Chair Report (*5 minutes*)
3. Committee Action (*10 minutes*)
 - A. Minutes of the November 1, 2023, Committee Meeting -- *Corrections/Approval*
 - B. Finalize 2024 Planning & Development Committee Work Program (*Otterstrom*)
4. Committee Action
 - A. Board Consent Agenda -- *none*
 - B. Board Discussion Agenda (*20 minutes*)
 1. Final Proposed 2024 Budget (*Liard*)
5. Reports to Committee (*30 minutes*)
 - A. Connect Spokane Comprehensive Plan: Discuss Draft Revisions (*Otterstrom*)
 - B. Connect 2035 Strategic Plan Update (*Otterstrom*)
 - C. Rideshare Program Overview (*Rapez-Betty / Cortright*)
6. CEO Report (*Meyer*) (*15 minutes*)
7. Committee Information (*5 minutes*)
 - A. Federal Transit Administration Section 5310 Funding Opportunity Update (*Otterstrom*)
8. Review January 31, 2024, Committee Meeting Agenda
9. New Business
10. Committee Members' Expressions (*5 minutes*)
11. Adjourn

Next Committee Meeting: Wednesday, January 31, 2024, at 10:00 a.m. via In Person (*February Meeting*)

Agendas of regular Committee and Board meetings are posted the Friday afternoon preceding each meeting at the STA's website: www.spokanetransit.com. Discussions concerning matters to be brought to the Board are held in Committee meetings. The public is welcome to attend and participate. Spokane Transit assures nondiscrimination in accordance with Title VI of the Civil Rights Act of 1964 and the Americans with Disabilities Act. For more information, see www.spokanetransit.com. Upon request, alternative formats of this information will be produced for people who are disabled. The meeting facility is accessible for people using wheelchairs. For other accommodations, please call 325-6094 (TTY Relay 711) at least forty-eight (48) hours in advance.

SPOKANE TRANSIT AUTHORITY
PLANNING & DEVELOPMENT COMMITTEE MEETING

December 6, 2023

AGENDA ITEM 2: COMMITTEE CHAIR REPORT

REFERRAL COMMITTEE: n/a

SUBMITTED BY: Al French, Chair, Planning & Development Committee

SUMMARY: At this time, the Committee Chair will have an opportunity to comment on various topics of interest regarding Spokane Transit.

RECOMMENDATION TO COMMITTEE: N/A

SPOKANE TRANSIT AUTHORITY
PLANNING & DEVELOPMENT COMMITTEE MEETING

December 6, 2023

AGENDA ITEM 3A : MINUTES OF THE NOVEMBER 1, 2023, COMMITTEE MEETING

REFERRAL COMMITTEE: n/a

SUBMITTED BY: Vicki Clancy, Executive Assistant to the Chief Planning & Development Officer

SUMMARY: Draft Minutes of the November 1, 2023, Planning & Development Committee meeting are attached for your information, corrections and/or approval.

RECOMMENDATION TO COMMITTEE: Corrections and/or approval.

COMMITTEE ACTION:

RECOMMENDATION TO BOARD:

FINAL REVIEW FOR BOARD BY:

Division Head _____ Chief Executive Officer _____ Legal Counsel _____

Spokane Transit Authority
1230 West Boone Avenue
Spokane, Washington 99201-2686
(509) 325-6000

PLANNING & DEVELOPMENT COMMITTEE MEETING

DRAFT Minutes of the November 1, 2023, Meeting

Via Virtual Conference

w/In person Public Viewing Option

Spokane Transit Authority, 1230 W. Boone Avenue, Spokane, WA

MEMBERS PRESENT

Karen Stratton, City of Spokane
Tim Hattenburg, City of Spokane Valley
Dan Dunne, Small Cities Representative
(Liberty Lake)
Chris Grover, Small Cities Representative
(Cheney), *Ex-Officio*
Dan Sander, Small Cities Representative
(Millwood) *Ex Officio*
E. Susan Meyer, Chief Executive Officer
Ex -Officio

MEMBERS ABSENT

Al French, Spokane County – *Chair*

STAFF PRESENT

Brandon Rapez-Betty, Chief Operations Officer
Karl Otterstrom, Chief Planning & Development
Officer
Monique Liard, Chief Financial Officer
Nancy Williams, Chief Human Resources Officer
Carly Cortright, Chief Communications & Customer
Service Officer
Vicki Clancy, Executive Assistant to the Chief
Planning & Development Officer

PROVIDING LEGAL COUNSEL

Megan Clark, Etter, McMahon, Lamberson, Van Wert
& Oreskovich, P.C.

1. **CALL TO ORDER AND ROLL CALL**

Acting Chair, Ms. Karen Stratton, called the meeting to order at 10:00 a.m. and Ms. Vicki Clancy conducted roll call.

2. **COMMITTEE CHAIR REPORT**

Ms. Stratton had nothing to report.

3. **COMMITTEE ACTION**

A. **MINUTES OF THE OCTOBER 4, 2023, COMMITTEE MEETING**

Mr. Tim Hattenburg moved to approve the October 4, 2023, Planning & Development Committee meeting minutes. Ms. Karen Stratton seconded, and the motion was approved unanimously.

4. **COMMITTEE ACTION**

A. **BOARD CONSENT AGENDA**– *None*

B. **BOARD DISCUSSION AGENDA** – *None*

5. REPORTS TO COMMITTEE

A. PROPOSED 2024 BUDGET

Ms. Monique Liard gave a brief overview of the Proposed 2024 Budget which was initially presented at October's meeting. Ms. Liard reviewed the Proposed Core Actions which are anchored in the Connect 2035 Strategic Plan Goals. Ms. Liard reviewed the entire budget and provided a comparison of the 2023 Budget to the proposed 2024 Budget.

DESCRIPTION	2023 BUDGET	PROPOSED 2024 BUDGET	\$ CHANGE FROM 2023 BUDGET	% CHANGE FROM 2023 BUDGET
Estimated Operating Revenues	\$ 157,044,144	\$ 142,983,582	\$ (14,060,562)	-9.0%
Estimated Capital Revenue	\$ 23, 324,598	\$ 26,171,319	\$ 2,846,721	12.2%
Total Source of Funds	\$ 206,132,500	\$ 215,899,776	\$ 9,767,276	4.7%
Estimated Total Operating Expenses	\$ 113,822,411	\$ 121,250, 981	\$ 7,428,570	6.5%
Estimated Total Use of Funds	\$ 206,132,500	\$ 215,899,776	\$ 9,767,276	4.7%

Budget/Expenses – Ms. Liard reviewed assumptions for five key sources of revenue: sales tax, fares/other transit revenue, federal grants, state grants, and miscellaneous revenue. The assumptions for each funding category are continually monitored based on environment and could potentially change prior to the Final 2024 Budget.

Mr. Dan Dunne asked with regards to farebox compression if the Washington State Transit Support Grant STA is receiving on condition of instituting a zero-fare for youth policy could be utilized as an offset for farebox recovery. Ms. Liard stated that this grant is not intended to offset farebox revenue. Ms. Liard reviewed the 2024 Operating Expenses by expense categories: labor/benefits, services, contracted transportation, materials, and insurance/utilities/other, along with assumptions for each category. These were given with an assumption of \$121.2M 2024 budget compared to 2023's \$113.8M assumptions.

Ms. Liard provided a 2024 Cash and Reserve Analysis. The total board designated, and other reserves is \$53,994,647, with the 2024-year end cash balance after reserves estimated at \$145,39,075. The 2024-year end fleet replacement fund is estimated at \$21,904,532. Ms. Liard finished with a timeline for the next steps between October and the end of the year.

B. CONNECT 2035 STRATEGIC PLAN UPDATE: WORKSHOP PREVIEW

Mr. Karl Otterstrom presented an overview of the November 1st board workshop objectives, agenda and key discussion points, and the Connect 2035's Strategic Plan status in relationship to

the Phase 2 project schedule. Mr. Otterstrom reviewed the Phase 2 Board engagement timeline and corresponding topics for the upcoming Board workshops. There will be several opportunities for the board to engage with the project: regular progress updates, monthly ride-alongs and field visits related to strategic plan topics, and community and stakeholder engagement events. Mr. Dunne expressed excitement at the many opportunities to be more involved in the process. Mr. Hattenburg thinks there is added value to the increased board member involvement beyond just decision-making, and the increased connection between Board members and staff. Mr. Otterstrom acknowledged that this is a great way to connect with staff and show appreciation for what staff does. Mr. Otterstrom concluded his report by giving a brief overview of the next steps.

C. CONNECT SPOKANE COMPREHENSIVE PLAN: EQUITY AND INCLUSION

Mr. Otterstrom presented. This is a follow-up to the conversation last month regarding introducing an element that addresses environmental justice, equity, and inclusion in context of the larger STA vision, mission, and goals. Mr. Otterstrom reviewed early draft language on a proposed Equity and Inclusion element to the comprehensive plan and sought committee member input for further development and refinement toward updating the plan in 2024. This element will further STA's message as a transit agency that it is available to everyone and encourages diversity in ridership and open engagement. Mr. Otterstrom reviewed the draft principles which are the underlying foundation of the element. Element policies include existing Title VI policies, existing DBE policies, and several new policies. A question was brought up regarding the Homeless Coalition and STA's potential future involvement. Discussion ensued. Next steps include a redline review of the *Communication and Public Input* Element, and an overview and discussion of the existing *Fares and Revenues* Element in December. A complete draft of the new Equity and Inclusion element is expected in early 2024.

D. DRAFT 2024 PLANNING & DEVELOPMENT COMMITTEE WORK PROGRAM

Mr. Otterstrom presented the first draft of the 2024 work program for committee discussion. The draft program includes the Annual Planning Calendar and identifies other major planning efforts that will take place during 2024. Mr. Otterstrom reviewed the highlights: the 2025-2030 Transit Development Plan (TDP), the 2025 Action Plan, and 2025 Operating and Capital Budget. The draft work program includes the major planning activities including updates on Division Street Bus Rapid Transit (BRT), the annual FTA Section 5310 Call for Projects, the Facilities Master Plan, the Five Mile Mobility Hub Study, the West Broadway High Performance Transit (HPT), the I-90/Valley HPT Corridor Development Plan, and grant application approvals as necessary. A final draft will be presented next month for committee consideration and action.

6. CEO REPORT

Ms. E. Susan Meyer presented the CEO Report:

October 2023 Voter-Approved Sales Tax Revenue (August Sales) Update: Actual (\$9,996,776) compared to budget (\$8,317,585) for a 20.2% favorable variance of \$1,679,191. Sales tax revenue is 5.3% YTD above budget (\$4.8M), 0.4% below October 2022 actual (\$0.04M) and 2.0% YTD above 2022 actual (\$1.9M).

7. COMMITTEE INFORMATION – None

8. REVIEW DECEMBER 6, 2023, COMMITTEE MEETING AGENDA – *None*

Mr. Dunne reminded the Committee of the upcoming procedural rules regarding this agenda item; the Planning & Development Committee can review the upcoming agenda at this time, but changes to the draft agenda should be brought before the full Board.

9. NEW BUSINESS - *None*

10. COMMITTEE MEMBERS' EXPRESSIONS

Mr. Dan Sander expressed an interest in learning more about Rideshare, its scope, funding, and development. Ms. Meyer provided a brief description as to how the service works and stated that it is an interesting arrangement that works well where there is not a fixed route bus services, or when a rider needs to travel somewhere outside the Public Transportation Benefit Area (PTBA). Further discussion ensued. Ms. Meyer offered to have staff provide an overview of the program at the next month's committee meeting.

11. ADJOURN

With no further business to come before the Committee, acting Chair Stratton adjourned the meeting at 11:16 a.m.

NEXT COMMITTEE MEETING: WEDNESDAY, December 6, 2023, at 10:00 a.m.

Respectfully submitted,

A handwritten signature in cursive script that reads "Vicki Clancy".

Vicki Clancy, Executive Assistant
Planning & Development Department

SPOKANE TRANSIT AUTHORITY

PLANNING & DEVELOPMENT COMMITTEE MEETING

December 6, 2023

AGENDA ITEM 3B : FINALIZE 2024 PLANNING & DEVELOPMENT COMMITTEE WORK PROGRAM

REFERRAL COMMITTEE: n/a

SUBMITTED BY: Karl Otterstrom, Chief Planning & Development Officer

SUMMARY: Near the conclusion of each year, the Planning & Development Committee prepares a work program to outline activities it expects to undertake the following year. Staff will review the final draft of the 2024 work program for committee discussion and approval.

BACKGROUND: According to STA Board Resolution 681-11, adopted at the September 21, 2011, STA Board Meeting, the Planning & Development Committee is accountable for designing and coordinating the Board's participation in STA strategic and operational planning, including annual budget preparation, and the annual planning calendar. The annual planning calendar is embodied within the Committee work program as presented below.

Connect Spokane: A Comprehensive Plan for Public Transportation identifies two core planning documents that are prepared annually. First, is the Transit Development Plan (TDP), which includes a six-year capital improvement program (CIP) and a three-year service improvement program (SIP). The second is the annual action plan and accompanying operating and capital budgets. These plans are founded on the principles and policies of *Connect Spokane* and advance STA's strategic goals adopted as part of Phase 1 of *Connect 2035*.

In addition to the planning documents developed annually as described above, the Committee is expected to conclude work next year on two multi-year planning activities. This includes preparing and finalizing updates to STA's comprehensive plan, and Phase 2 of *Connect 2035*, the agency's new strategic plan.

The final draft work program below includes the major planning activities described above, along with other recurring activities that come before the Planning & Development Committee, including updates on Division Street Bus Rapid Transit (BRT) and the annual Federal Transit Administration (FTA) Section 5310 Call for Projects. Projects enumerated in the concluding row on the work program will be integrated into the Committee's work program as the year progresses and refinements to project schedules are made.

FINAL DRAFT 2024 Planning & Development Committee Work Program

Month	Committee Activities
December 2023	Finalize and approve 2024 Work Program
January 2024	<i>No Committee Meetings in January</i>
February 2024	Review Committee Work Program FTA Section 5310: 2023 Call for Projects Award

Month	Committee Activities
	Transit Development Plan (TDP) 2025-2030: Overview Comprehensive Plan Update: review draft elements Connect 2035: Progress update and draft Initiatives List
March 2024	TDP 2025-2030: Develop mid-range planning guidance Division Street BRT: Design and Public Outreach Update Comprehensive Plan Update: review draft elements Connect 2035: Performance Measures & Targets
April 2024	TDP 2025-2030 <ul style="list-style-type: none"> • Finalize mid-range planning guidance • Review preliminary revenue and expenditure forecast assumptions • Identify major activities Comprehensive Plan Update: draft plan for public hearing
May 2024	TDP 2025-2030 <ul style="list-style-type: none"> • Proposed 2025-2027 Service Improvements • Review Preliminary Capital Improvement Program (2025-2030) • Review Financial Forecasts Comprehensive Plan: final plan for approval Connect 2035: Initiative List & Evaluation Criteria
June 2024	Division Street BRT: Design and Public Outreach Update TDP 2025-2030: complete draft plan Public hearing conducted on draft TDP
July 2024	TDP 2025-2030: Finalize and approve FTA Section 5310: Notice of Funding Opportunity Connect 2035: Refined Initiative List & Programming
August 2024	<i>No Board/Committee Meetings in August</i>
September 2024	Division Street BRT: Design and Public Outreach Update Connect 2035: Draft Plan for Public Input
October 2024	Review draft proposed 2025 Action Plan, Operating and Capital Budgets
November 2024	Prepare 2025 Committee Work Program Public hearing on draft proposed 2025 Action Plan, Operating and Capital Budgets FTA Section 5310: recommend funding awards Connect 2035: Plan Adoption
December 2024	Approve final proposed 2025 Action Plan, Operating and Capital Budgets Finalize and approve 2025 Work Program

Month	Committee Activities
TBD	<p>Other upcoming planning projects that are expected to come before the Planning & Development Committee next year but not yet slotted into specific months:</p> <ul style="list-style-type: none">• Facilities Master Plan• Five Mile Mobility Hub Study• West Broadway High Performance Transit (HPT) – Amendment to Sprague HPT Corridor Development Plan• I-90/Valley HPT Corridor Development Plan – Addendum to address alignment, stops and stations on the West Plains• Grant application approvals as necessary• Transit Oriented Development planning framework

RECOMMENDATION TO COMMITTEE: Approve, by motion, the 2024 Planning and Development Committee Work Program and forward to the Board for information.

SPOKANE TRANSIT AUTHORITY
PLANNING & DEVELOPMENT COMMITTEE MEETING

December 6, 2023

AGENDA ITEM 4B1 : FINAL PROPOSED 2024 BUDGET

REFERRAL COMMITTEE: n/a

SUBMITTED BY: Monique Liard, Chief Financial Officer

SUMMARY: In accordance with STA Board Resolution 681-11, the Planning & Development Committee is accountable for designing and coordinating the Board’s participation in Spokane Transit’s strategic and operational planning. This includes an annual action plan that is operationalized by the annual operating and capital budgets.

For 2024, staff combined the action plan and the operating and capital budget into one comprehensive report.

The Draft 2024 Budget was presented as follows:

- October 4, 2023 Planning & Development Committee Meeting
- October 19, 2023 Board of Directors Meeting

The Proposed 2024 Budget was presented as follows:

- November 1, 2023 Planning & Development Committee Meeting
- A narrated public presentation of the Proposed 2024 Budget was available on the Spokane Transit website beginning November 2, 2023
- November 8, 2023 Citizen Advisory Committee Meeting
- November 16, 2023 Public Hearing at the Board of Directors Meeting

The Planning & Development Committee will review updates to the Final Proposed 2024 Budget, which is attached for the Committee’s review, reflecting selected updates to 2024 budgetary assumptions (highlighted in blue in the document) and minor typographical edits.

RECOMMENDATION TO COMMITTEE: Review and recommend the Board adopt, by resolution, the Final Proposed 2024 Budget.

FINAL PROPOSED **2024 BUDGET**



Spokane Transit

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INTRODUCTION

Agency Overview

The Spokane Transit Authority (STA) is a Public Transportation Benefit Area (PTBA) which provides public transportation services within its boundaries which extend to roughly 248 square miles. The State of Washington Office of Financial Management estimates that 467,839 people were living within the PTBA in 2022. STA services include:

1. Local fixed route bus services within Spokane County, City of Spokane, City of Spokane Valley, City of Liberty Lake, City of Millwood, City of Airway Heights, City of Medical Lake, City of Cheney and parts of the unincorporated County;
2. Paratransit services for those who live within ¼ mile of a bus route and who, because of their disability, are unable to use the regular bus service;
3. A public rideshare (formerly vanpool) and ride match program.

The organization currently employs nearly 700 people and is overseen by a 14-member regional board.

Governance and Organization

The Board of Directors provides the policy and legislative direction for STA and its administrators and approves its actions, budgets, and long-term plans. It also has the authority to levy taxes as authorized by state law (with voter approval).

The STA Board is composed of nine voting members who are elected officials appointed by the jurisdictions served by the Public Transportation Benefit Area (PTBA). Jurisdictions served include the cities of Airway Heights, Cheney, Medical Lake, Millwood, Liberty Lake, Spokane, and Spokane Valley as well as Spokane County. Additionally, there are four non-voting elected officials from area small cities, and one non-voting labor member, for a total 14 board members. The current make-up of the Board is shown in the following table.

2023 Board of Directors

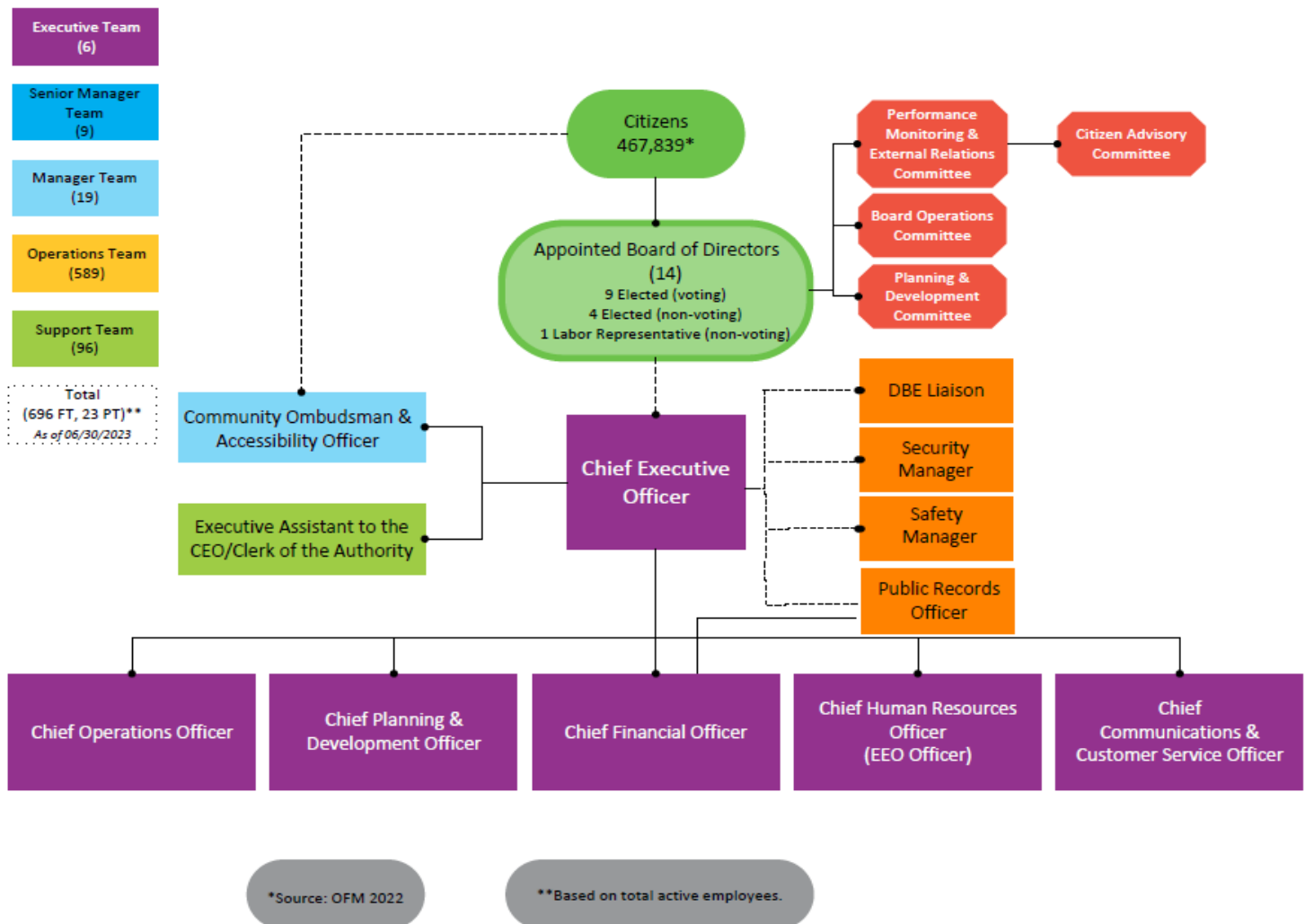
Name	Jurisdiction
Council President Lori Kinnear, Chair *	City of Spokane
Commissioner Al French, Chair <i>Pro Tem</i>	Spokane County
Commissioner Josh Kerns	Spokane County
Council Member Karen Stratton	City of Spokane
Council Member Betsy Wilkerson **	City of Spokane
Council Member Zack Zappone	City of Spokane
Mayor Pamela Haley	City of Spokane Valley
Council Member Tim Hattenburg	City of Spokane Valley
Council Member Dan Dunne	City of Liberty Lake
Mayor Chris Grover	City of Cheney (Ex-Officio)
Council Member Don Kennedy	City of Medical Lake (Ex-Officio)
Council Member Dan Sander	City of Millwood (Ex-Officio)
Council Member Hank Bynaker	City of Airway Heights (Ex-Officio)
Ms. Rhonda Bowers	Labor Representative (non-voting)

* Term ended November 28, 2023

**Council President as of November 28, 2023

Spokane Transit Organizational Chart

The Chief Executive Officer is appointed by the Board of Directors and directly oversees Legislative Activity, Board Relations, Ombudsman and Accessibility Activity, Finance, Human Resources, Communications, Operations, Planning and Development, as depicted in the Organization Chart below.



Vision, Mission & Organizational Priorities

STA strives to encourage increased ridership while providing high quality, convenient and reasonably priced services by living by its Vision and embodying its Mission every day in everything it does. The Organizational Priorities convey STA's key tenants in upholding its promise to its riders, employees and the broader community it serves.

Vision

Connecting everyone to opportunity

Mission

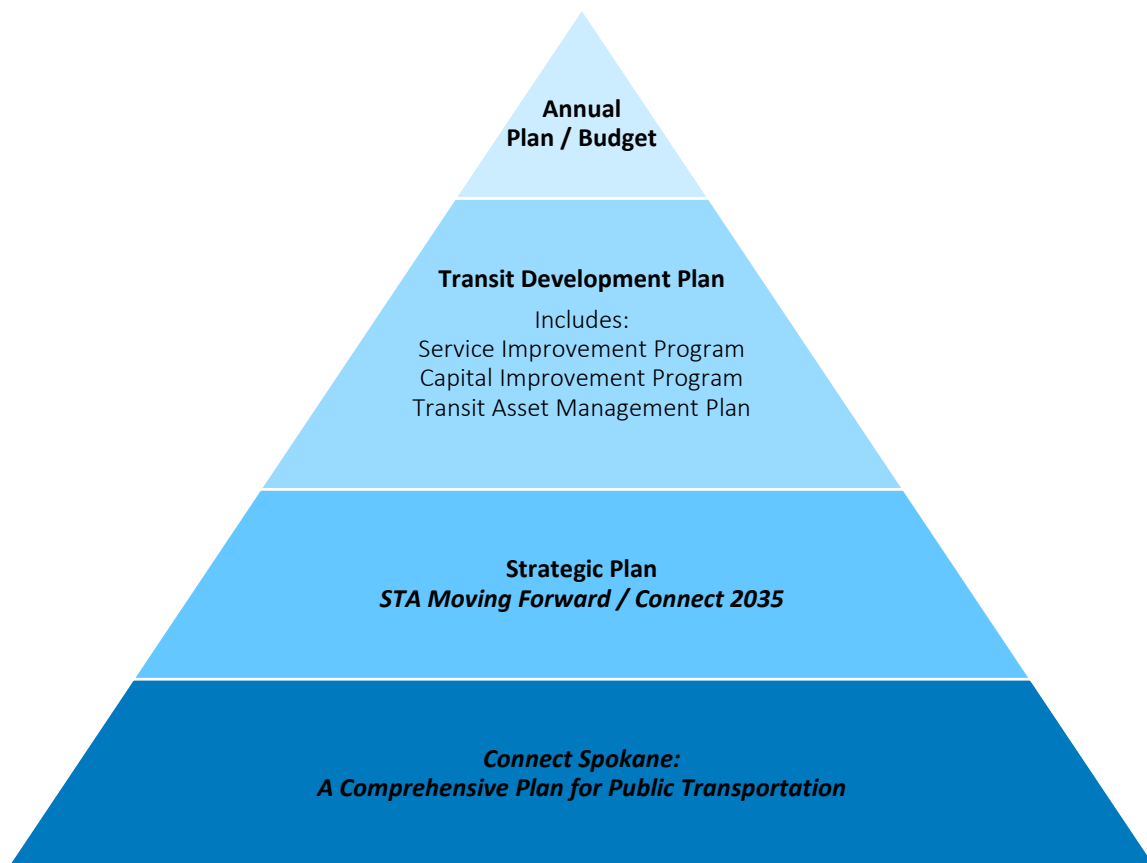
We provide safe, inclusive, convenient, and efficient public transportation services to Spokane area communities. We are leaders in transportation and a valued partner in the region's social fabric, economic infrastructure, and quality of life.

STA Organizational Priorities

1. Ensure Safety
2. Earn and Retain the Community's Trust
3. Provide Outstanding Customer Service
4. Enable Organizational Success
5. Exemplify Financial Stewardship

STA Planning Framework

STA's strategies, plans and actions are anchored in a framework which includes a series of documents which range in scope and time horizons beginning with its comprehensive plan, *Connect Spokane*, the core long-range planning and policy-setting document for the Agency. The next level in the framework is comprised of strategic planning, with STA in the late delivery stage of its current 10-year plan, *STA Moving Forward*, and in the development stage of its next 10-year plan, *Connect 2035*. The six-year Transit Development Plan (TDP), a state-required annual report, provides mid-range guidance, over a six-year period, about the deliverables for the Agency from a service and capital perspective. Lastly, the Annual Plan and Budget, the focus of this report, encapsulates the one-year efforts STA will undertake for 2024. Depicted in the following pyramid is the hierarchy of those plans to guide STA as it architects its future.



2024 Action Plan

The 2024 Action Plan links STA's vision, mission and priorities to actions and activities which the Agency will undertake in 2024, bound together by a definition of organizational success. It reflects the ongoing implementation of the *STA Moving Forward* plan, in what will be its eighth year of realization, while creating the groundwork for STA's next 10-year plan, *Connect 2035*.

The actions and activities for 2024 are centered around the strategic goals defined and adopted in the foundation of the *Connect 2035* strategic plan to create alignment as the Agency begins the transition to its next future milestone in 2035.

Action 1: Elevate the customer experience.

STA exists to connect customers to opportunity. Fostering an easy-to-use, safe, and inviting experience promotes STA as a compelling transportation choice across the region. STA strives to improve the customer experience in every interaction they may have with the Agency. From how to plan a trip, pay a fare, and provide feedback, STA wants every touch to reinforce the value it places on its riders. The following projects will be the Agency's key deliverables in supporting this first action along with the continued expansion and refinement of its existing service.

- **Deliver on City Line frequency** – In July 2023, STA officially launched the City Line, its first Bus Rapid Transit service. In 2024, STA will hire and train drivers to be able to fulfill the committed 10-minute frequency mid-day along with 7.5-minute frequency at peak times and extended late night service.
- **Division Street BRT** – Division Street Bus Rapid Transit is a crucial multimodal project complementary to the North Spokane Corridor and supportive of continued transit effectiveness and community vitality in north Spokane. STA has secured state, federal, and local funding to begin Project Development. STA expects to reach 30 percent design on this project in 2024, working towards seeking project evaluation and rating under the FTA Section 5309 Capital Investment Grant program in 2025 as a Small Starts project.
- **Sprague Line** – STA expects to substantially complete all the station and stop improvements in 2024. STA will continue to partner with the cities of Spokane and Spokane Valley on locations that can be integrated into other road improvements to the greatest extent possible. Funding has been set aside to support HPT along the West Broadway route, a logical westward extension of the Sprague Line. STA expects to undertake corridor development planning for this segment prior to beginning design work in 2024.
- **I-90/Valley Corridor** – Interstate 90 represents a major east-west axis for regional trip-making. In 2024, STA expects to complete improvements at the Mirabeau Point Park and Ride and ready the property for the future Appleway Station near I-90 east of Barker Road. Design will begin on Argonne Station Park and Ride, a corridor element that secured state funding in 2023. STA will also design corridor station and stop improvements along the corridor outside major off-street facilities.
- **Expand adoption of the Connect card and introduce enhancements** – Expanding on the introduction of contactless credit card payments on the bus, STA will also develop a mobile application for its partners in the



Universal Transit Access Pass (UTAP) program to aid in the transition to the Connect fare collection system. The retail outlets where Connect cards can be purchased will continue as a key focus to provide even greater convenience for riders. STA will create new partnerships with groups who will benefit from transit access and expand opportunities for youth to take advantage of the state-supported zero-fare program by expanding access through school districts, libraries, and other venues where youth interact.

Action 2: Lead and collaborate with community partners to enhance the quality of life in the region.

STA operates in its region's ecosystem, delivering transportation options for community members. Creating strong partnerships will ensure that the Agency makes informed choices, through collaboration, that benefit everyone and contribute to the vibrancy and sustainability of this region now and in the future. The Agency will focus its efforts to support this second goal in 2024 through the following undertakings:

- **Partner in planning, developing, and implementing regional transportation and land use decisions** – STA's investments in High Performance Transit and Bus Rapid Transit are shifting the land economics and investment decisions around these corridors. A broad group of stakeholders including city staff, investors, developers, homebuyers, tenants, and riders are realizing the benefit of the high-quality, frequent, and predictable service that the Agency provides. STA strives to facilitate increased private and public investment in corridors served by High Performance Transit and around key transit stations and facilities. In 2024, STA will accomplish this through proactive engagement with these stakeholders in updates to the Urban Growth Area (UGA) as well as in updates to Horizon 2045 in addition to other local comprehensive planning efforts. In addition, STA will make the case for residential and employment- growth near its service by identifying and selecting a suitable location to begin a pilot Transit-Oriented Development project in 2024.
- **Establish framework to analyze and report on residential and employment development near transit and across the County overall** – As STA seeks to concentrate growth near its service and infrastructure investments, the Agency currently has little information to share with the development community that documents the impact in terms of household and employment growth. Generally, this information is not easily accessed nor provided by any one entity. By mid-2024, STA will document and characterize on an annual basis housing and employment trends within the region. This will enable STA to be recognized as the annual source for development analysis in the region.
- **Expand outreach to community partners, especially civic and community-based organizations, and local governments to collaborate with STA on key efforts including updates to its comprehensive plan, *Connect Spokane*, the ongoing development of its strategic plan, *Connect 2035*, and its Title VI Program** – Throughout 2024, STA will engage within the region to gather feedback on the various planning endeavors, such as the updates to *Connect Spokane* and the continued development of *Connect 2035*, along with other service improvements and projects being considered to ensure that underrepresented voices are being solicited, listened to, and reflected across these plans and efforts.
- **North Bank/Downtown mobility options** – Recent additions to the Spokane North Bank sports and entertainment district includes the Podium and ONE Spokane Stadium. STA recently increased night and weekend service on Washington Street. Additional investments to the Arena/Downtown Shuttle are planned, with opportunities to link the North Bank to Downtown and City Line stations.



- **Expand involvement with community organizations** – STA leadership and staff will increase their service on local community-based organization boards and volunteer for community events to create a tighter bond and weave into the fabric of the region.

Action 3: Strengthen STA's capacity to anticipate and respond to the demands of the region.

STA needs to grow and adapt to ever-changing conditions. Having a team who is well equipped and focused on the Agency's mission, along with strong supporting infrastructure, will provide the foundation required to deliver on the goals of this plan, balanced with providing reliable daily service. In support of this third goal, STA will deliver the following:

- **Prepare and finalize the ten-year strategic plan, *Connect 2035*, to identify critical initiatives to execute STA's vision of connecting everyone to opportunity** – In 2022, the STA Board of Directors charted a course to refresh its vision for the future, extending the horizon for strategic investments and actions through 2035. In 2024, efforts to bring this effort to reality will include a robust community engagement underpinning all activities which will consist of a funding scenario review, comprehensive organizational capacity analysis, Fixed Route network assessment, prioritized and programmed initiative list, and performance measure target setting, culminating into the adoption of a final *Connect 2035* plan.
- **Develop the Facilities Master Plan to position STA for strategic growth that supports STA's growing and changing role in the region** – This plan will address future system-wide requirements for its maintenance, operations, and administration. It is anticipated to identify requirements that are beyond STA's current capital program and will support strategic actions, such as zero-emission fleets and growing service to the region, in conjunction with work on the new 10-year strategic plan, *Connect 2035*.
- **Implement STA's fleet replacement plan, including acquisition of clean diesel buses, while preparing for the next steps in transitioning of the fleet toward zero emission vehicles in the future** – In 2024, STA will continue its development of a fleet transition plan to maximize its use of zero-emission vehicles in line with state requirements, in conjunction with its strategic planning and master facilities planning efforts.
- **Training and Development** – from staff to the Board, adapting to the needs of the future will be critical. STA will invest in its team members by developing and delivering comprehensive programs which will impart the skills and training required to respond to and anticipate these evolving needs.



2024 BUDGET

Executive Overview

2023 has been a year marked with key milestones for STA. Ridership continues its rapid recovery and is on track to meet or exceed targets for 2023. Progress on key projects has continued, including the launch of STA's first Bus Rapid Transit (BRT) project, the City Line. Among other important projects, the STA Board of Directors and staff have begun working on the second phase of the new 10-year strategic plan to guide the Agency and its partners in improving mobility through 2035 and have advanced the next BRT project, Division, into the Project Development phase with the Federal Transit Administration for a federally funded project. STA is also beginning a major update to its comprehensive plan, *Connect Spokane*, which will update foundational guidance and policies for the Agency.

As STA looks to 2024 and beyond, the Agency keeps front of mind the uncertainties that surround it from economic to workforce challenges, to name a few. The Spokane region continues to experience strong growth which comes with increasing traffic congestion, making STA's efforts to partner with the region to improve transportation essential. The Agency is working creatively and tirelessly to combat labor shortages, inflation, and other economic volatility. The 2024 actions and budget consider and provide as much anticipation to these elements which are outside of STA's control as possible and the Agency remains committed to planning and responding to changing expectations.

For STA in 2024, success will be defined by the adoption of the *Connect 2035* 10-year strategic plan which will provide the roadmap for impactful transportation investment in the region. The Agency's focus continues to be on making transit a convenient and easy option for travelers, which will support economic growth and address the associated traffic challenges of a strong region. With this in mind, the STA Board of Directors will be defining the initiatives and projects which will make transit an enticing choice for the residents of the region STA serves into the future.

Building on a strong legacy and the support of those STA serves, the Agency is committed to the next phase of public transportation in the Spokane region by providing existing and new customers with more choices and tools to improve their experience with an Agency they can trust. STA is excited at the new opportunities which will come forward in the strategic planning work and the ability to translate those into reality for customers and across communities, as the Agency strives to realize its vision of connecting everyone to opportunities.



Budget Process

STA's budget process starts in late June each year. A Budget Calendar is published along with an Action Plan and Budget Guidance to aid staff in planning for any new Agency-wide initiative which may impact their department. In July, staff submit staffing requests that are then reviewed by the CEO and Executive Team to determine whether the positions requested are approved for addition to the budget. During July and August, department managers analyze and propose non-personnel budget amounts for the following year while the Finance Department calculates the salaries and benefits for all approved positions. The revenue budget is developed by the Finance Department as well. The Draft Budget is presented to the Executive Team for review in late August with final draft documents completed in September.

The Budget is presented to the Board's Planning & Development Committee and to the Board of Directors three times in October, November, and December each year. First, in October, the initial Draft Budget is presented to the Planning & Development Committee and the STA Board. The Proposed Budget is then presented at the Planning & Development Committee Meeting and at the Public Hearing held during the November Board meeting. A video summarizing key elements of the budget is published on the STA website for citizen and public outreach in November. The Final Proposed Budget is presented to the Planning & Development Committee and to the Board for review and adoption at the December meeting.

Operating Budget

STA's 2024 Operating and Capital Budget is shown in summary below. Operating revenue of \$143.2M exceeds operating expenses of \$122.2M. The capital budget, net of capital grant revenue, is \$55.0M. Cash of \$53.4M is intentionally used to balance the budget in support of STA's priority of exemplifying financial stewardship by remaining debt-free. Total Sources and Uses of Funds are \$216.8M. Items in blue in the table below indicate changes from the previous Proposed 2024 Budget publication due to updated assumptions described in the following sections.

Budget Comparison 2023 to 2024

	2023 Budget	Final Proposed 2024 Budget	\$ Change from 2023 Budget	% Change from 2023 Budget
Estimated Revenues:				
Fares & Other Transit Revenue	\$ 7,805,387	\$ 7,548,864	\$ (256,523)	-3.3%
Sales Tax	107,001,541	108,869,671	1,868,130	1.7%
State Grants	8,279,696	10,190,867	1,911,171	23.1%
Miscellaneous Revenue	3,212,000	5,398,945	2,186,945	68.1%
Federal Operating Grants	19,959,412	-	(19,959,412)	-100.0%
Federal Preventive Maintenance	10,786,108	11,189,185	403,077	3.7%
Subtotal: Operating Revenues	\$ 157,044,144	\$ 143,197,532	\$ (13,846,612)	-8.8%
Federal Capital Revenue	18,758,176	8,104,582	(10,653,594)	-56.8%
State Capital Revenue	4,566,422	12,178,184	7,611,762	166.7%
Subtotal: Capital Revenue	\$ 23,324,598	\$ 20,282,766	\$ (3,041,832)	-13.0%
Total Revenue	180,368,742	163,480,298	(16,888,444)	-9.4%
Decrease in Cash Balance*	25,763,758	53,358,544	27,594,787	107.1%
Total Source of Funds	\$ 206,132,500	\$ 216,838,842	\$ 10,706,342	5.2%
Estimated Expenditures:				
Fixed Route	\$ 74,964,941	\$ 78,970,783	\$ 4,005,842	5.3%
Paratransit	17,089,137	20,026,632	2,937,495	17.2%
Rideshare	728,852	908,949	180,097	24.7%
Plaza	2,846,699	3,525,016	678,317	23.8%
Administration	18,192,782	18,758,667	565,885	3.1%
Total Operating Expenses	\$ 113,822,411	\$ 122,190,047	\$ 8,367,636	7.4%
Capital Expenditures - Includes FR & PT Fleet	76,201,204	75,281,079	(920,125)	-1.2%
FR & PT Fleet Replacement Allocation	16,108,885	19,367,716	3,258,831	100.0%
Total Use of Funds	\$ 206,132,500	\$ 216,838,842	\$ 10,706,342	5.2%

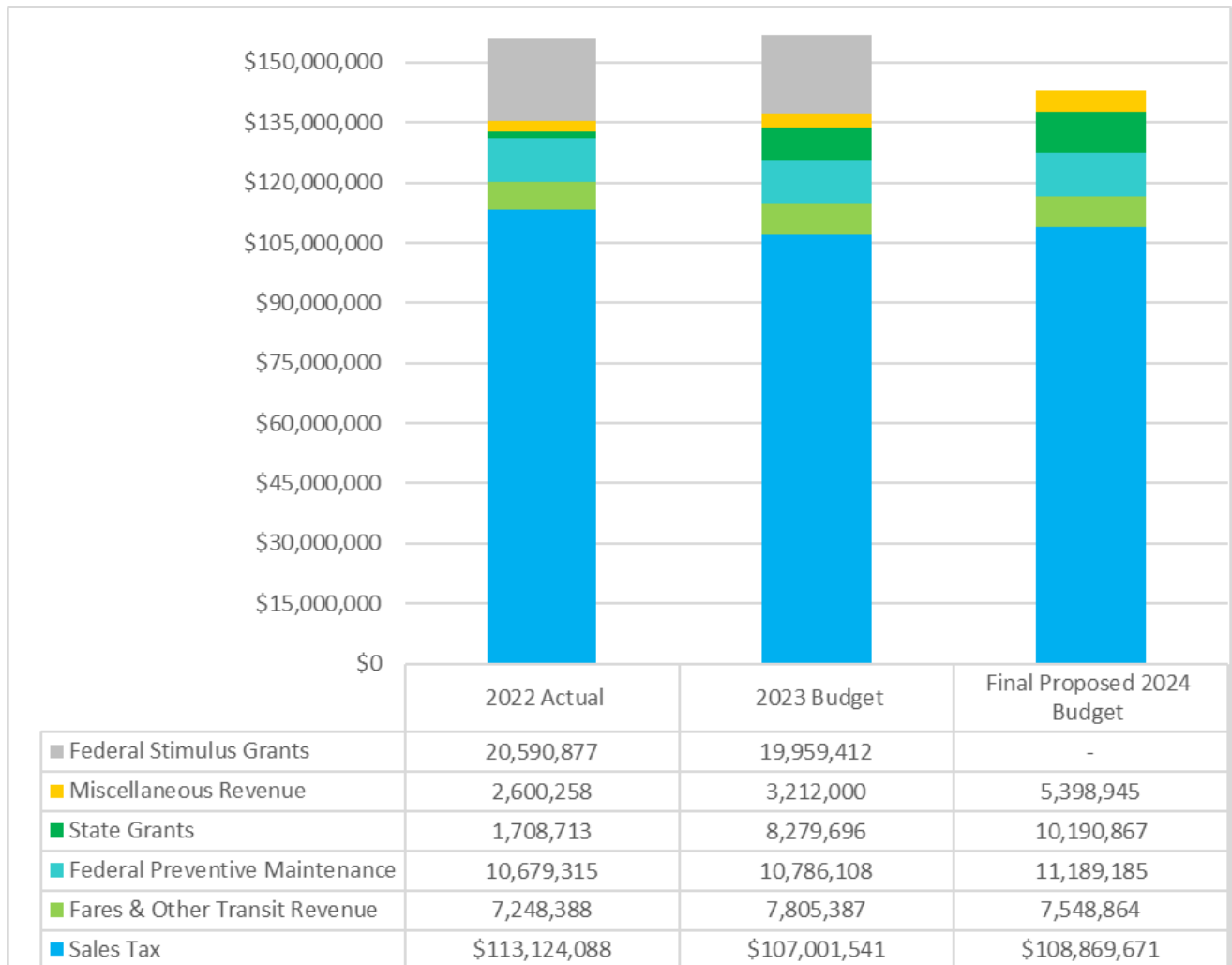
* Represents net decrease in cash from Cash & Reserve Analysis of \$36,981,314 plus \$16,377,230 from reduction in Fleet Replacement Fund for purchase of vehicles.

Operating Revenues

STA relies on three primary sources of revenue to fund its operations: 1) local, voter-approved sales tax, 2) operating grant funding, both state and federal, and 3) fares, along with interest and miscellaneous income. The Final Proposed 2024 Budget includes Operating revenues of \$143,197,532. The following chart shows the major sources of revenue in tabular and graphical formats:

Operating Revenues by Category – 2022 Actual, 2023 Budget, Final Proposed 2024 Budget

Revenue Type by Category					
Revenue Type	2022 Actual	2023 Budget	Final Proposed 2024 Budget	Change 2024 to 2023 (\$)	Change 2024 to 2023 (%)
Sales Tax	\$ 113,124,088	\$ 107,001,541	\$ 108,869,671	\$ 1,868,130	1.7%
Fares & Other Transit Revenue	7,248,388	7,805,387	7,548,864	(256,523)	-3.3%
Federal Preventive Maintenance	10,679,315	10,786,108	11,189,185	403,077	3.7%
State Grants	1,708,713	8,279,696	10,190,867	1,911,171	23.1%
Miscellaneous Revenue	2,600,258	3,212,000	5,398,945	2,186,945	68.1%
Federal Stimulus Grants	20,590,877	19,959,412	-	(19,959,412)	-100.0%
Total Revenues	\$ 155,951,638	\$ 157,044,144	\$ 143,197,532	\$ (13,846,612)	-8.8%



Sales Tax – Budgeted sales tax, provided by a local voter-approved sales tax rate of 0.8 percent levied within the PTBA, is the most significant yet unpredictable source of operating revenue as it relies on consumer spending. Sales tax represents 76.0 percent of the 2024 Operating Revenue budget. STA has experienced favorable sales tax growth over the last five years against its budget, with rates between a low of 0.9 percent in 2020 and a high of 17.6 percent in 2021. Sales tax revenue for the 2024 Budget looks at both the current year trending growth rate and the broader state of the national and local economy where there continue to be mixed signals.

As such, STA budgeted sales tax to reflect performance for the actual 2023 months collected to date combined with monthly 2023 budgeted amounts for those months yet to be received. For 2024, this creates a modest growth of 1.7 percent against the 2023 budget. STA continues to closely monitor collections of sales tax so it can take any necessary compensating actions should economic conditions deteriorate. Any excess revenue generated by favorable sales tax collection variances are reinvested in the Agency’s capital and operating program to support initiatives to be developed in the next 10-year strategic plan, *Connect 2035*.

Passenger Fares – Fare revenue is derived based on historical and forecasted ridership information, as shown below, combined with average fare per boarding.

Ridership Summary

	2022		Final		
	Actual	2023 Budget	Proposed	Change 2024	Change 2024
			2024 Budget	to 2023	to 2023 (%)
Fixed Route	6,581,876	7,156,204	9,159,766	2,003,562	28.0%
Paratransit	310,316	366,132	428,615	62,483	17.1%
Rideshare	90,576	119,792	119,792	-	0.0%
Total Ridership	6,982,768	7,642,128	9,708,173	2,066,045	27.0%

The average fare per boarding is expected to be \$0.68 per fixed route boarding. Average fare per boarding varies due to the blend of fare types and overall ridership for those categories. There is no projected fare increase included in the 2024 Budget. The last standard fare increase was in 2019. The current Adult Fare is \$2.00 with a daily cap of \$4.00. The current Reduced Fare is \$1.00, with a daily cap of \$2.00. Youth who are 18 years of age and younger ride free.

STA’s fare philosophy is anchored in its comprehensive plan, *Connect Spokane*, which articulates that ridership increases are achieved by making public transportation cost effective and simple to use. Depending on the operating environment, type of transit service, and current market demand, fare changes can play a role in the increase or decrease of ridership. The imposition of fares means there is opportunity to provide more service to more people with the additional revenues. With this in mind, STA has a stated farebox return objective of at least 20% of the fully allocated costs of the fixed route service, computed as the total fares collected for that mode of service divided by total costs to operate the service.

Historical and budgeted farebox recovery for Fixed Route bus service is as follows.

	Final					
	Proposed	2023 Budget	2022 Actual	2021 Actual	2020 Actual	2019 Actual
	2024 Budget					
Operating Expense (allocated)	\$96,584,875	\$92,085,674	\$71,694,572	\$54,964,429	\$57,856,254	\$55,543,627
Revenue Hours	530,131	508,550	465,683	451,920	448,142	444,299
Farebox Revenue	\$6,238,086	\$6,631,422	\$6,135,110	\$5,528,141	\$4,648,547	\$9,901,089
Farebox Recovery Ratio (allocated)	6.5%	7.2%	8.6%	10.1%	8.0%	17.8%

Since the advent of the Covid-19 pandemic in 2020, farebox recovery has seen a marked decrease given the reduction in ridership. This combined with the continued investment in fixed route service has caused the recovery ratio to decrease.

Federal Preventive Maintenance - STA is a recipient of Federal section 5307 formula grant funds for preventive maintenance, which is usually received in the year awarded. Use of these funds for maintenance is authorized by the Federal Transit Administration (FTA). An increase came with the passage of the Infrastructure Investment and Jobs Act which apportioned additional funding to transit agencies across the United States beginning in 2022 and is expected to continue over the next 5 years. In 2024, this federal operating funding represents 7.8 percent of Operating Revenues.



State Grants - STA receives funding from the Washington State Department of Transportation for special needs related service. In addition, STA started receiving funding in 2023 from the Move Ahead Washington Transit Support Grant, the new state transportation package that will provide funding for public transportation over the next 16 years. These operating grants have increased since 2022 and represent 7.1 percent of 2024 Operating revenues.

Miscellaneous - This revenue consists primarily of investment earnings. Interest income has increased due to higher interest rates, assumed to be 2.5% in 2024, on higher average cash balances.

Federal Stimulus Grants - One-time Federal contributions such as Coronavirus Aid, Relief, and Economic Security 2020 (CARES), Coronavirus Response and Relief Supplemental Appropriations Act 2021 (CRRSAA) and American Rescue Plan Act 2022 (ARPA) were included in Operating Revenues in 2022 and 2023 based on when STA expected to utilize the funds. No one-time Federal contributions are anticipated for 2024 and beyond.

Operating Expenses

The Final Proposed 2024 Operating Expense budget totals \$122,190,047 which represents the cost to maintain and expand existing operations in line with STA's Action Plan. Expenses are comprised of the following major functional and natural categories:

Expense Type by Function						
Expense Type	2022 Actual	2023 Budget	Final Proposed 2024 Budget	Change 2024 to 2023 (\$)	Change 2024 to 2023 (%)	
Fixed Route	\$ 62,473,105	\$ 74,964,942	\$ 78,970,783	\$ 4,005,842	5.3%	
Paratransit	15,062,876	17,089,137	20,026,632	2,937,495	17.2%	
Rideshare	630,179	728,852	908,949	180,097	24.7%	
Plaza	2,174,408	2,846,699	3,525,016	678,317	23.8%	
Administration	14,205,055	18,192,782	18,758,667	565,885	3.1%	
Total Expenses	\$ 94,545,623	\$ 113,822,411	\$ 122,190,047	\$ 8,367,636	7.4%	

Expense Type by Natural Category						
Expense Type	2022 Actual	2023 Budget	Final Proposed 2024 Budget	Change 2024 to 2023 (\$)	Change 2024 to 2023 (%)	
Salaries & Wages	\$ 39,586,461	\$ 49,152,896	\$ 50,154,096	\$ 1,001,200	2.0%	
Benefits	24,987,006	29,948,579	32,016,242	2,067,663	6.9%	
Services	5,012,987	6,401,306	7,388,405	987,099	15.4%	
Contract Transportation	5,936,610	5,400,685	8,135,235	2,734,550	50.6%	
Materials	13,867,187	16,863,281	17,060,893	197,612	1.2%	
Other	5,155,373	6,055,664	7,435,176	1,379,512	22.8%	
Total Expenses	\$ 94,545,623	\$ 113,822,411	\$ 122,190,047	\$ 8,367,636	7.4%	

Operating expenses are most directly impacted by the number of revenue hours (a passenger vehicle in passenger carrying service for one hour) of service STA provides. Revenue miles are also a valuable indicator of the level of service activity. STA tracks each of these indicators by mode. The mode describes the type of service that STA provides:

Fixed Route (Motor Bus) - Fixed Route refers to regularly scheduled buses operating on established routes. This service is directly operated by STA. In 2023, STA introduced its first Bus Rapid Transit route, the City Line, which contributed to the budgeted increase in service hours with 15-minute service. The 2024 increase encapsulates full deployment of the City Line to committed service frequency of 10-minutes mid-day and extended late night service, including 7.5-minute peak frequency, along with other improvements.

Paratransit (Demand Response) - Paratransit refers to the mode of service that provides a complementary service for those unable to use the regular bus because of the effects of their disability as provided under the Americans with Disabilities Act (ADA). Directly operated service is provided by STA personnel during the day on weekdays while purchased service is provided by a private contractor on nights and weekends, and when weekday support is needed.

Rideshare - Rideshare (formerly known as Vanpool) is a service for prearranged groups of riders who commute to a common destination in a van or SUV owned and maintained by STA. One of the passengers is designated as the driver. Employers participating in the program may provide a subsidy to their employees as a part of the regional commute trip reduction (CTR) program.

The following charts shows the comparison of revenue hours and revenue miles by mode for 2022 Actual, 2023 Budget, and Final Proposed 2024 Budget:

Revenue Hours by Mode

	2022 Actual	2023 Budget	Final Proposed 2024 Budget	Change from 2023 Budget	% Increase from 2023
Fixed Route	465,683	508,550	530,131	21,581	4.2%
Paratransit	129,282	148,166	165,861	17,695	11.9%
Rideshare	25,973	26,830	30,142	3,312	12.3%
Total Revenue Hours	620,938	683,546	726,134	42,588	6.2%

Revenue Miles by Mode

	2022 Actual	2023 Budget	Final Proposed 2024 Budget	Change from 2023 Budget	% Increase from 2023
Fixed Route	6,485,325	7,134,734	7,276,488	141,754	2.0%
Paratransit	2,018,751	2,482,956	2,642,377	159,421	6.4%
Rideshare	905,990	991,779	1,070,516	78,737	7.9%
Total Revenue Miles	9,410,066	10,609,469	10,989,381	379,912	3.6%

Salaries & Wages – While directly influenced by the 2024 revenue hours assumptions and the associated labor required to provide the services, STA administers a competitive compensation program with salaries & wages reflective of step increases for employees based on their tenure with the Agency, along with agreed to general wage increases. New staffing requests for 2024 amounted to 27 new positions, bringing the total budgeted count to 773 employees. Departmental employee detail can be found in the Employee section below. In 2024, the Agency will implement a six-month retention program for its employees compared to the two-year retention program, adopted by the STA Board in 2022, which had an annual cost of \$3.4 million. Overall, the increase in salaries & wages over 2023 reflects the addition of 27 new positions, general wage increases for management & administrative staff offset by the shorter retention program duration.

Benefits – The benefits budget includes assumptions for established cost increases, as well as known changes in required contribution rates. The two primary medical insurance programs offered by STA to its employees will increase by 6.22 percent and 4.00 percent, respectively, while the dental insurance premium will remain unchanged from 2023.

Services – The services budget consists of professional and technical services, contract and custodial maintenance, printing, security, and other services. The increase is reflective of the work that will be undertaken with STA's consultants to complete the *Connect 2035* strategic plan in 2024 as well as increased needs for custodial services at the Plaza.

Contract Transportation – As previously mentioned, STA engages a contractor to provide its Paratransit service on nights and weekends. Since 2021, STA has experienced a strong recovery in ridership which has necessitated higher utilization of its contractor in responding to customer demand. In 2024, STA expects to request significantly more service hours than it had budgeted for 2023, thereby driving the increase in costs for this expense item.

Materials – The 2024 supplies budget anticipates a 1.2 percent increase from the 2023 budget. This increase is impacted by the budget assumption for the cost of fuel, with diesel fuel being the largest component. The 2024

budget assumes a cost per gallon of diesel fuel at \$4.45 as compared to the 2023 budget assumption of \$4.32 per gallon. The number of gallons of diesel required is diminishing as STA introduces more battery-electric buses into its fleet in 2024, up to 25% from 15% in 2023, which helps mitigate the higher fuel costs. In addition, the cost of vehicle repair parts is anticipated to increase in 2024.

Other – Other expenses consist of utilities, insurance and miscellaneous items which are reflecting an increase of 22.8 percent over the 2023 budget. Utilities are one of the key drivers of this increase as STA puts in service more battery-electric buses which will generate higher energy costs.

For the Final Proposed 2024 Budget, STA expects insurance costs to increase by approximately 16 percent based on the draft rates provided by the Washington State Transit Insurance Pool (WSTIP), reflective of challenging insurance markets as insurance providers reduce the limits available for purchase. WSTIP determines the experience factor on an annual basis by comparing STA's claim costs benchmarked against other WSTIP members with five (5) million or more miles driven over the course of a calendar year.

Miscellaneous items includes training and meetings as well as dues and subscriptions. 2024 reflects increases associated with the continuing return to in-person meetings and conferences, and new or higher dues for various industry groups STA belongs to.

Departmental Overview

Operations

Fixed Route

Fixed Route is the core of the Agency service and consists of the administration and delivery of fixed route bus service to customers, 365 days a year. Agency-wide, Fixed Route coordinates service delivery with other Departments, and formulates and implements Agency goals consistent with the mission of STA. Fixed Route includes all Coach Operators, Supervisors, Dispatch and Transportation administrative functions.

Paratransit

Paratransit is a complementary service to Fixed Route and is comprised of the administration and delivery of the Paratransit van service provided by STA. Paratransit includes Transportation administration, Reservations, Dispatch and Van Operators. Paratransit service is provided by a contractor on nights and weekends. Paratransit also administers the Special Use Van and Surplus Van grant programs which provide transportation solutions to nonprofit organizations and community groups.



Rideshare

Rideshare manages and coordinates STA's rideshare program, providing rideshare vehicles for groups of commuters who have at least one end of their commute in Spokane County. Rideshare operations provides day-to-day support to Rideshare participants including vehicle maintenance, recruitment and retention of participants as well as training of volunteer coordinators, drivers, and bookkeepers.

Vehicle Maintenance

Vehicle Maintenance is primarily responsible for providing safe and reliable vehicles and equipment for the delivery of transportation services to customers, and in support of all other Agency business. They are involved in the selection and procurement of vehicles and parts, supplies, tools, and equipment while looking for ways to improve vehicle performance and safety to provide a clean, safe, reliable, and efficient environment for customers. The Department provides guidance and administrative support for the annual Transit Asset Management Plan.

Facilities & Grounds Maintenance

Facilities & Grounds Maintenance is responsible for STA's buildings and grounds, building systems, furnishings, and all park and ride lots and bus stops. This includes STA's Administrative, Operating, and Maintenance Facilities and all Park and Ride facilities throughout STA's service area. The Facilities team is also responsible for many of the Agency's compliance programs for its buildings.

Administrative

Executive

The Chief Executive Officer (CEO) sets the overall direction, while providing supervision and coordination of the activities of the Agency in support of the vision and mission and in accordance with policies established by the Board of Directors. This includes the development and administration of Agency plans, services, programs, and policies and procedures along with the effective communication and coordination between employees, departments, the Board of Directors, and the broader community STA serves.

Planning & Development

Planning & Development oversees the service planning, capital project delivery and grant administration and reporting activities for STA. Departmental staff design, monitor, and optimize fixed route bus services and develop routes for operators to select. The group is responsible for annual submittal of the Transit Development Plan, the National Transit Database (NTD) report and STA's comprehensive plan. Further, the department is responsible for the design and delivery of capital and operating projects approved by the Board of Directors.



Human Resources

Human Resources seeks to create a team of highly effective individuals to further STA's vision and mission. Department staff accomplish this through the hiring, training and retention of individuals committed to delivering outstanding public transportation. Human Resources manages the safety and security functions for the Agency. Safety responsibilities include the risk assessments, root cause analysis of accidents and incidents, creation and review of all safety related documents, and Agency-wide safety trainings while Security covers oversight and patrolling of the Agency's facilities and vehicles to monitor and manage for security and safety-related conditions.

Finance

Finance is responsible for recording and maintaining the Agency's financial transactions and supporting documentation in conformance with all state and federal accounting regulations, generally accepted accounting principles and the Agency's own policies. In addition, reporting to Finance are Information Services and Purchasing. Information Systems (IS) is responsible for the support, maintenance, and governance of the Agency's information technology needs, including the management of cybersecurity risks. Purchasing administers the

procurement of goods and services including oversight and monitoring of vendors, consultants, and contractors as well as contract development. Purchasing is also responsible for managing facility and vehicle parts, fuel, and operating supplies inventory.

Communications & Customer Service

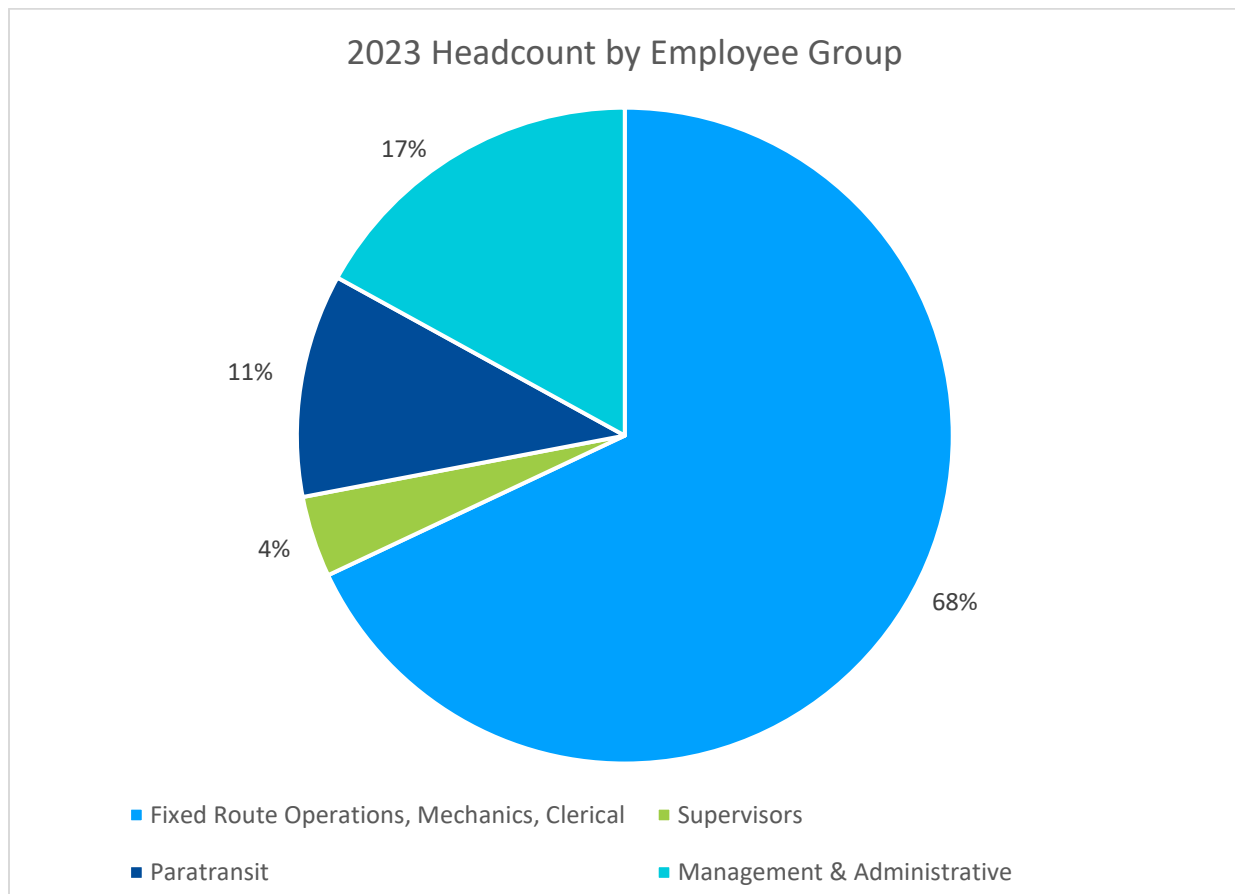
Communications & Customer Service produces informational and educational materials about the Agency and promotes awareness about the use of STA's services. The Department manages the website and real-time customer communications, printed materials, public information pieces, and social media. All marketing and communications, along with media relations, are handled by Communications. The Customer Service team handles sales of fare media, provides general information about schedules and trip planning.

Employees

STA's Final Proposed 2024 budgeted workforce consists of 742 full-time and 31 part-time employees, summarized across Departments as follows. A full detail of positions by functions is included in the Appendix section.

Department	Headcount		Total
	Full-Time	Part-Time	
Operations			
Fixed Route	366	25	391
Paratransit (directly operated)	90	5	95
Rideshare	2	0	2
Vehicle Maintenance	111	0	111
Facilities & Grounds Maintenance	34	0	34
Total Operations	603	30	633
Administrative			
Executive	5	0	5
Planning & Development	24	0	24
Human Resources	44	0	44
Finance	40	1	41
Communications & Customer Service	26	0	26
Total Administrative	139	1	140
Total Agency Headcount	742	31	773

STA staff are represented by 3 bargaining units in addition to non-represented management & administrative staff. The breakdown by employee group is as follows:



The 2024 headcount represents an increase of 27 positions from the 2023 budget.

The new positions include by function:

Fixed Route

14 Fixed Route Operators
2 General Repair Vehicle Technicians

Rideshare

1 Rideshare Coordinator

Security

1 Lead Transit Officer
5 Transit Officers

Administration

1 Sr. Cybersecurity Analyst
1 Peripheral/IOT Specialist
1 Web & Digital Content Specialist
1 Parts Clerk

Capital Budget

The full Capital Improvement Plan by Projects is included in the Appendix section.

Spokane Transit Authority 2024 Capital Budget Summary							
Program Category	Program Name	2024 Capital Budget in TDP	Quantity	2024 Capital Budget Updated	State Funding	Federal Funding	Local Funding
Vehicles	Fixed Route Fleet Replacement	\$ 14,279,442	20	\$ 14,279,442	\$ -	\$ 966,145	\$ 13,313,297
	Paratransit Van Replacement	3,063,933	20	3,063,933	-	-	3,063,933
	Rideshare Vehicle Replacement	852,000	16	852,000	455,611	-	396,389
	Non-Revenue Vehicles	190,000	0	-	-	-	-
Total Vehicles		\$ 18,385,375	56	\$ 18,195,375	\$ 455,611	\$ 966,145	\$ 16,773,619
Facilities - Maintenance & Administration	Boone - Preservation and Enhancements	\$ 3,134,200		\$ 3,916,200	\$ 283,000	\$ 300,000	\$ 3,333,200
	Fleck Center - Preservation and Improvements	1,033,668		3,347,000	528,475	-	2,818,525
	Miscellaneous Equipment and Fixtures	154,200		308,933	-	-	308,933
	Facility Master Plan Program	450,000		500,000	-	-	500,000
Total Facilities - Maintenance & Administration		\$ 4,772,068		\$ 8,072,133	\$ 811,475	\$ 300,000	\$ 6,960,658
Facilities - Passenger & Operational	Park and Ride Upgrades	\$ 234,613		\$ 415,017	\$ -	\$ 185,000	\$ 230,017
	Plaza Preservation and Improvements	698,045		1,574,216	-	-	1,574,216
	Route & Stop Facility Improvements	3,642,811		7,350,558	-	-	7,350,558
	Near Term Investments	3,123,500		4,667,652	-	-	4,667,652
	Transit Center Upgrades	1,500,000		1,200,000	-	-	1,200,000
Total Facilities - Passenger & Operational		\$ 9,198,969		\$ 15,207,443	\$ -	\$ 185,000	\$ 15,022,443
Technology	Business Systems Replacement	\$ 750,000		\$ -	\$ -	\$ -	\$ -
	Capital Program Management Software	100,000		306,000	-	-	306,000
	Communications Technology Upgrades	425,356		175,854	-	-	175,854
	Computer Equipment Preservation and Updates	427,500		427,500	-	-	427,500
	IS Infrastructure and End User Equipment	671,100		1,290,000	-	-	1,290,000
	Operating & Customer Service Software	334,808		417,833	-	-	417,833
	Security and Access Technology	482,000		496,100	-	-	496,100
Total Technology		\$ 3,190,764		\$ 3,113,287	\$ -		\$ 3,113,287
High Performance Transit Implementation	City Line	\$ 14,808,433		\$ 6,678,532	\$ -	\$ 5,310,237	\$ 1,368,295
	Cheney Line	35,000		778,000	396,780	-	381,220
	I-90/Valley Line	7,765,289		6,965,289	3,318,464	343,200	3,303,625
	Monroe-Regal Line	1,143,290		1,593,290	-	-	1,593,290
	Sprague Line	1,810,734		5,532,279	2,154,552	-	3,377,727
	West Broadway Line	1,240,000		640,000	-	-	640,000
Total High Performance Transit Implementation		\$ 26,802,746		\$ 22,187,390	\$ 5,869,796	\$ 5,653,437	\$ 10,664,157
Connect 2035	Connect 2035 Future Initiatives	\$ 25,000,000		\$ 2,500,000	\$ -	\$ 500,000	\$ 2,000,000
	Division Street BRT	4,250,000		6,005,451	5,041,302	500,000	464,149
Total Connect 2035		\$ 29,250,000		\$ 8,505,451	\$ 5,041,302	\$ 1,000,000	\$ 2,464,149
Total 2024 Capital Budget		\$ 91,599,922		\$ 75,281,079	\$ 12,178,184	\$ 8,104,582	\$ 54,998,313

Rolling Stock (Vehicles)

Revenue Vehicles – The Capital Budget includes \$18.2 million for procurement of 56 revenue vehicles. Revenue vehicles are those coaches and vans used to provide revenue service to passengers in the STA public transportation benefit area. There are 20 fixed route forty-foot clean diesel coaches planned for replacement at a

cost of \$14.3 million, 20 paratransit vans at about \$3.1M, and 16 rideshare vehicles at about \$0.8 million. STA expects to receive \$1.4 million in federal and state funding to support the purchase of these vehicles.

Non-Revenue Vehicles – Non-revenue vehicles include vehicles needed for operations such as supervisor trucks, security vehicles, maintenance trucks, and road cars. STA does not anticipate a need to purchase non-revenue vehicles in 2024.

Facilities – Maintenance & Administration

STA's Facilities Maintenance & Administration total budget for 2024 amounts to \$8.1 million. This includes \$3.9 million for preservation and enhancement of the STA maintenance and administration facilities at Boone which includes battery electric bus charging infrastructure, electric system audit for the Boone facilities, HVAC maintenance, and Clean Building audit. Fleck Center preservation and improvements of \$3.4 million for 2024 include replacement of underground fuel storage tanks and the bus/van washer. The capital budget for Facilities Maintenance and Administration also includes \$0.5 million for an update to the Facility Master Plan as well as \$0.3 million for other miscellaneous equipment and fixture needs of the Agency.

Facilities – Passenger & Operational

STA Facilities for Passenger and Operational needs 2024 budget is \$15.2 million. Upgrades to Park and Rides, and Transit Centers, \$1.6 million which includes improvements to the South Hill Park and Ride as well as continuation of the Five Mile Mobility Hub Design and West Plains Transit Center Upgrades. STA plans to spend \$1.6 million for preservation and improvements to the STA Plaza most of which will be focused on the Clean Building improvements. Route and Stop Facility Improvements and Near-Term Investments focus on those operational improvements for passengers and operations such as shelters, lighting, service changes, updates to bus stops, and other comfort and accessibility improvements. The 2024 budget for Route and Stop Facility Improvements and Near-Term Investments is \$12.0 million.



Technology

The total budget for Technology projects for 2024 is \$3.1 million. This includes Communications Technology, Computer Equipment Preservation and Updates, Information Systems Infrastructure and End User Equipment, Operating and Customer Service applications, and Security and Access Technology.

High Performance Transit Implementation

STA's budget for 2024 High Performance Transit Implementation totals \$22.2 million. This includes continuing City Line obligations of \$6.7 million and the Cheney Line at \$0.8 million. In addition, STA has budgeted \$7.0 million for I-90/Valley Line projects such as Mirabeau Transit Center Improvements and the new Appleway Station Park & Ride Design. The Sprague Line will continue with a 2024 budget of \$5.5 million along with the Monroe-Regal Line and the West Broadway Line at \$1.6 million and \$0.6 million respectively.

Connect 2035

The Capital Budget for 2024 includes the Division Street Bus Rapid Transit (BRT) project as part of the Connect 2035 plan as well as other Connect 2035 future projects including facilities that will be established as the Connect 2035 plan is finalized. The 2024 Budget for Division Street BRT is \$6.0 million with an additional \$2.5 million for Connect 2035 Future Initiatives for a total of \$8.5 million.

Cash and Reserves

STA is a debt-free Agency and, as such, manages its sources and uses of cash to create a sustainable and balanced budget. The Cash balance represents the remaining available cash resources of the Agency as of the end of the Budget period after 2024 budgeted operating and capital activities and Reserves, which are Board Committed amounts.

Cash and Reserves Analysis

	Final Proposed 2024 Budget
OPERATING ACTIVITIES	
Revenue (excluding capital grants)	\$ 143,197,532
Operating Expense	(122,190,047)
Revenue Over / (Under) Operating Expenses	\$ 21,007,485
CAPITAL ACTIVITIES (Local Funds)	
Purchase of Property, Plant, and Equipment	(38,621,083)
FR & PT Fleet Replacement Allocation	(19,367,716)
Total Local Cash Used for Capital Activities	\$ (57,988,799)
NET DECREASE IN CASH	\$ (36,981,314)
CASH (Projected beginning 2024)	\$ 234,868,038
CASH (Projected ending 2024)	\$ 197,886,722
BOARD DESIGNATED AND OTHER RESERVES	
Operating Reserve (15% of Operating Expenses)	\$ (18,328,507)
Risk Reserve	(5,500,000)
Right of Way Acquisition Reserve	(4,950,000)
Real Estate Acquisition Reserve	(25,000,000)
Claims Reserve - L&I required	(357,000)
Total Board Designated & Other Reserves	\$ (54,135,507)
2024 Estimated End of Year Cash Balance After Reserves¹	\$ 143,751,215
2024 Estimated End of Year Fleet Replacement Fund Balance	\$ 18,299,045

¹ Estimated end of year cash balance after reserves are used for future capital expenditures included in the 2024-2029 Capital Improvement Plan

Reserves

The Board of Directors adopted Board Resolution 630A-07 and 804-22 to establish selected designated cash reserve policies to include Self-Insurance, Operating Reserve and Real Estate related Reserves.

Self-Insurance Risk Reserve — A total of \$5.5 million dollars was designated to provide catastrophic self-insurance coverage for underground storage tanks to protect the Agency from exposures beyond the financial resources available through the Agency's insurance program.

Operating Reserve — A reserve equal to 15% of the annual adopted operating expense budget was established to protect the Agency from sudden and unforeseen financial challenges from fluctuating revenues or expenditures, by creating access to short-term liquidity when needed.

Right of Way Acquisition Reserve – In the normal course of its operations and capital development efforts, STA works in the right of way of others and must have a mechanism to quickly address issues that may impact delivery of service or capital projects. This reserve of \$4.95 million allows the Board to quickly move on any actions to remedy right of way issues which cannot be planned.

Real Estate Reserve – STA's current and next strategic plans contain projects which call for significant investments in real estate to accomplish the desired capital and operational elements of these projects. Being able to act quickly and decisively in what may prove to be competitive situations for acquisitions of real property will prove essential for STA. This reserve of \$25 million provides a mechanism for the Board of Directors for such future acquisitions of real estate.

Fleet Replacement Fund

This fund was created as a mechanism to smooth the impact to cash of replacement of fixed route buses and paratransit vans. While not an officially designated reserve, it is used specifically for capital investments related to vehicles used to provide STA service. Annually as part of the budget, STA funds and the Board of Directors approved the contribution to bring the fund to the appropriate funding level based on future replacements on the horizon.

KEY PERFORMANCE INDICATORS

Fixed Route Key Operating Indicators	Final Proposed 2024 Budget	2023 Budget	2022 Actual
Operating Expense	\$96,584,875	\$92,085,674	\$71,694,572
Revenue Hours	530,131	508,550	465,683
Passengers	9,159,766	7,156,204	6,581,876
Revenue Miles	7,276,488	7,134,734	6,485,325
Farebox Revenue	\$6,238,086	\$6,631,422	\$6,135,110
Farebox Recovery Ratio	6.5%	7.2%	8.6%
Average Fare	\$0.68	\$0.93	\$0.93
Cost per Passenger	\$10.54	\$12.87	\$10.89
Operating Cost per Revenue Hour	\$182.19	\$181.07	\$153.96
Operating Cost per Revenue Mile	\$13.27	\$12.91	\$11.05
Passengers per Revenue Hour	17.28	14.07	14.13
Passengers per Revenue Mile	1.26	1.00	1.01
Vehicles Operated in Maximum Service	164	164	157

Paratransit Key Operating Indicators	Final Proposed 2024 Budget	2023 Budget	2022 Actual
Operating Expense	\$24,493,486	\$20,959,411	\$17,588,314
Revenue Hours	165,861	148,166	129,282
Passengers	428,615	366,132	310,316
Revenue Miles	2,642,377	2,482,956	2,018,751
Farebox Revenue	\$568,416	\$598,899	\$531,284
Farebox Recovery Ratio	2.3%	2.9%	3.0%
Average Fare	\$1.33	\$1.64	\$1.71
Cost per Passenger	\$57.15	\$57.25	\$56.68
Operating Cost per Revenue Hour	\$147.67	\$141.46	\$136.05
Operating Cost per Revenue Mile	\$9.27	\$8.44	\$8.71
Passengers per Revenue Hour	2.58	2.47	2.40
Passengers per Revenue Mile	0.16	0.15	0.15
Vehicles Operated in Max Service-Directly Operated	67	68	63
Vehicles Operated in Max Service-Contracted	49	40	41

Rideshare Key Operating Indicators	Final Proposed 2024 Budget	2023 Budget	2022 Actual
Operating Expense	\$1,111,686	\$893,919	\$749,084
Revenue Hours	30,142	26,830	25,973
Passengers	119,792	119,792	90,576
Revenue Miles	1,070,516	991,779	905,990
Farebox Revenue	\$328,888	\$248,066	\$247,718
Farebox Recovery Ratio	29.6%	27.8%	33.1%
Average Fare	\$2.75	\$2.07	\$2.73
Cost per Passenger	\$9.28	\$7.46	\$8.27
Operating Cost per Revenue Hour	\$36.88	\$33.32	\$28.84
Operating Cost per Revenue Mile	\$1.04	\$0.90	\$.83
Passengers per Revenue Hour	3.97	4.46	3.49
Passengers per Revenue Mile	0.11	0.12	0.10
Vehicles Operated in Maximum Service	83	79	70

DRAFT BOARD RESOLUTION ADOPTING 2024 BUDGET

DRAFT RESOLUTION NO. _____

A RESOLUTION FOR THE PURPOSE OF ADOPTING THE STA 2024 BUDGET AND OTHER MATTERS PROPERLY RELATING THERETO.

SPOKANE TRANSIT AUTHORITY

Spokane County, Washington

BE IT RESOLVED BY THE SPOKANE TRANSIT AUTHORITY as follows:

WHEREAS, the Spokane Transit Authority (STA) is a municipal corporation operating and existing under and pursuant to the Constitution and the laws of the state of Washington, pursuant to RCW Title 36, Chapter 57.A, Public Transportation Benefit Area;

WHEREAS, the STA Board of Directors, pursuant to state law and the STA Bylaws, Article III Section 3.1(5), shall have the power to prepare and adopt a budget and establish financial policies;

WHEREAS, staff has prepared a proposed 2024 budget, provided public access to the budget and the STA Board of Directors has held a public hearing on the proposed budget;

WHEREAS, the STA Planning & Development Committee has reviewed the final proposed 2024 budget at its December 6, 2023 meeting and has recommended adoption by the STA Board of Directors at its December 21, 2023 meeting;

WHEREAS, pursuant to Resolution No. 630A-07, the Board shall annually review and approve the level of cash reserves in conjunction with the budget adoption process.

NOW, THEREFORE BE IT RESOLVED by the Board of Directors of STA as follows:

Section 1. The STA Board of Directors hereby approves and adopts the 2024 budget including:

SOURCE OF FUNDS		USE OF FUNDS	
Revenues	\$ 143,197,532	Operating Expenses	\$ 122,190,047
Capital Grants	\$ 20,282,766	Capital Projects	\$ 75,281,079
From Cash Balance	\$ 53,358,544	Fleet Replacement Allocation	\$ 19,367,716
Total Source of Funds	\$ 216,838,842	Total Use of Funds	\$ 216,838,842

BOARD DESIGNATED CASH RESERVES	
Operating Reserve (15% of Operating Expenses)	\$ 18,328,507
Risk Reserve	\$ 5,500,000
Right-of Way Acquisition Reserve	\$ 4,950,000
Real Estate Acquisition Reserve	\$ 25,000,000
Total Board Designated Cash Reserves	\$ 53,778,507

Section 2. The STA Board of Directors hereby authorizes and instructs the Chief Executive Officer to carry out the purposes intended by the budget and to administer the provisions and appropriations as approved.

Adopted by STA at a regular meeting thereof held on the 21st day of December 2023.

ATTEST:

SPOKANE TRANSIT AUTHORITY:

Dana Infalt
Clerk of the Authority

Al French
Board Chair Pro Tempore

Approved as to form:

Megan Clark
Legal Counsel

APPENDIX

Glossary

Accrual Basis of Accounting – A method of accounting that matches revenues and expenditures with the period to which they relate rather than received or distributed.

Americans with Disabilities Act (ADA) – Federal legislation mandating specific requirements for vehicles and facilities to accommodate the disabled.

Agency – As a government agency, Spokane Transit is referred to as “the Agency” throughout this document.

Appropriation – A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.

ARPA – The American Rescue Plan Act, which President Biden signed on March 11, 2021, includes \$30.5 billion in federal funding to support the nation’s public transportation system as they continue to respond to the COVID-19 pandemic and support the President’s call to vaccinate the U.S. population.

Beginning Balance – The cash balance as of January 1.

Benefits – Employer paid costs provided for employees such as retirement contributions, medical and dental insurance premiums, workers’ compensation, and paid time off.

Boardings – Passengers are counted each time they board revenue vehicles no matter how many vehicles they use to travel from their origin to their destination. The official name of this statistic in National Transit Database (NTD) terms is “unlinked passenger trip.”

Budget – A financial plan for revenues and expenditures, according to a set of strategic decisions made by Agency leadership, which is approved by the Board of Directors annually. The budget funds initiatives and controls expenditures within boundaries.

Budget Amendment – A budget amendment is a formal action of the Board of Commissioners to approve changes after the initial budget adoption.

Budget Revision – A budget revision is a record of change to the budget with no financial impact, such as reclassification of costs.

Bus Rapid Transit – Bus Rapid Transit systems are designed to carry larger numbers of riders with greater speed, reliability, and frequency than a standard fixed-route bus.

Capital – Purchase or construction project that has a cost of greater than \$5,000, or \$50,000 aggregate, and a useful life of greater than one year.

Capital Budget – A portion of the annual budget that appropriates funds for the purchase of capital items.

CARES – The Coronavirus Aid, Relief, and Economic Security (CARES) Act was passed by Congress and signed into law by President Trump on March 27th, 2020. The CARES Act, a \$2+ trillion economic relief package, provided direct economic assistance for American workers and families, for small businesses, and for state and local governments, as well as preserves jobs for American industries.

Consumer Price Index (CPI) – A statistical description of price levels provided by the U.S. Department of Labor that measures the change in the cost of goods purchased in comparative timeframes.

Cost per Passenger – The cost of carrying each passenger determined by dividing the total cost of carrying all passengers by the total number of passenger trips.

Cost per Vehicle Mile – The cost of traveling one mile determined by dividing the total cost of providing service by the total number of miles traveled.

CRRSAA – The Coronavirus Response and Relief Supplemental Appropriations Act was signed into law on December 27, 2020. This includes \$900 billion in supplemental appropriations for COVID-19 relief. Of that, \$14 billion was allocated to support the transit industry during the COVID-19 public health emergency.

Deadhead Time – The number of hours a bus is traveling while not in revenue service. Includes travel between the garage and the beginning/end of a route or travel between two routes when the vehicle is not actually in service.

Department – An organizational unit of the Agency responsible for carrying out Agency functions.

Encumbrances – A classification of expenditures committed for goods or services for which payments have not been made.

Ending Balance – The cash balance as of December 31.

Expenditure – The payment of cash or the transfer of property or services for the purpose of acquiring an asset, service, or materials.

Expenses – Decreases in net total assets that represent the total cost of operations during a period regardless of the timing of related expenditures.

Farebox Recovery Ratio – The total fares collected divided by total costs to operate the service.

Fiscal Year – The fiscal year for Spokane Transit is the calendar year January 1 through December 31.

Fixed Route – Bus operations that adhere to a published schedule on specific routes.

Full-time Equivalents (FTEs) – A unit used for measuring personnel according to the percentage of hours worked annually, based on a 40-hour workweek / 52 weeks / 2080 hours.

Grants – A contribution by a government or other organization to support a particular function.

Insurance Budget – A portion of the annual budget that appropriates funds for Property and Liability Insurance provided by WSTIP (defined below).

Insurance Reserve – Reserves set at a level to adequately protect the Agency from self- insurance risks that are evaluated annually.

Key Performance Indicators (KPI) – Measures by which Spokane Transit evaluates the effectiveness and efficiency of its operations.

Maintenance and Operation Expenditures (M&O) – This term refers to expenditures paid to obtain goods or services, including services, supplies, fuel, utilities, insurance, etc. This category does not include personnel or capital expenditures.

Operating Budget – A portion of the annual budget that appropriates funds for continued operations.

Paratransit – A program whereby transportation services are provided to those with a qualifying disability within $\frac{3}{4}$ of a mile of our fixed bus routes.

Personnel – This item includes the cost of all salaries, wages, overtime, and benefits associated with the Agency's staff.

PTBA – Public Transportation Benefit Area is a special taxing district established by Washington State for the purpose of providing public transportation. The PTBA includes the cities of Airway Heights, Cheney, Medical Lake, Millwood, Liberty Lake, Spokane, and Spokane Valley, as well as portions of the unincorporated county of Spokane surrounding those municipalities. where the Agency provides public transportation services within its boundaries which extend to roughly 248 square miles.

Reserve – Reserves maintained to provide sufficient working capital and balance to finance cash flow requirements, unanticipated downturns in revenues, and provide funds for emergency expenditures set by Board of Commissioners.

Revenue – Income received by the Agency in support of its program of services to the PTBA.

Revenue Hours – A calculation of service based on the number of hours a vehicle is in service providing passenger trips (and is potentially collecting fare revenue). Revenue hours do not include deadhead time but do include layover time between trips.

Revenue Miles – A calculation of service based on the number of miles in which a vehicle is in service providing passenger trips (and is potentially collecting fare revenue).

Revenue Vehicle – Any vehicle which provides service resulting in fare revenue for the Agency.

Ridership – The total number of passenger boardings on fixed route, paratransit, or rideshare in a year.

Rideshare – A group of 3 to 15 people sharing the ride in an 8, 12, or 15-passenger van.

Rolling Stock – A category of capital assets consisting transit vehicles such as buses, vans, cars, as well as vehicles used for support services.

Sales Tax – Tax on certain forms of consumption levied by the State of Washington within the service district for the Agency in the amount of eight-tenths of one percent (0.8 percent) effective in April 2019.

Self-insurance – The items determined to be administered by the Agency rather than covered by an insurance policy.

Service Hours – A calculation of service based on the number of hours a vehicle is on the road, includes revenue, recovery, and deadhead hours.

WSTIP – The Washington State Transit Insurance Pool consists of twenty-five Washington State public transit agencies, who combine their resources in order to provide and purchase insurance coverage, manage claims and litigation, and receive risk management assistance and training.

2024 Staffing by Function

	FUNDED 2015	FUNDED 1/01/16	FUNDED 2017	FUNDED 2018	FUNDED 2019	FUNDED 2020	FUNDED 2021	FUNDED 2022	FUNDED 2023	FUNDED 2024	2024 Change Compared to 2023 Funded
01 FIXED ROUTE DIVISION - FUNCTION											
ADMINISTRATION OF TRANSPORTATION (010)	24	24	24	25	25	25	27	32	32	32	0
SCHEDULING OF TRANSPORTATION (021)	2	2	3	3	3	3	3	4	4	4	0
REVENUE VEHICLE OPERATIONS (030)	226	226	238	245	266	277	290	296	313	327 FT	14
REVENUE VEH ICLE OPERATIONS (030)	28	28	28	25	25	25	25	22	25	25 PT	0
ADMINISTRATION OF MAINTENANCE (041)	5	5	5	5	6	7	7	8	8	8	0
FACILITIES ASST. MANAGER (042)	1	1	1	1	1	1	1	1	1	1	0
SERVICE REVENUE VEHICLES (051)	12	12	12	13	15	15	20	20	24	24	0
INSPECTION/MAINTENANCE REVENUE VEHICLES (061)	41	41	43	46	48	51	54	56	58	64	2
MAINTENANCE BUILDINGS AND GROUNDS (124)	20	20	22	24	25	27.0	32.0	33.0	33.0	33.0	0
FARE COLLECTION (150)	2	2	2	2	2	2	2	2	1	1	0
SECURITY (161)	11	12	13	13	13	13	13	13	19	27	6
TELE INFORMATION/CUSTOMER SERVICE (162)	12	12	12	13	14	14	14	15	16	15 FT	0
TELE INFORMATION/CUSTOMER SERVICE (162)	2	2	2	0	0	0	0	0	0	0 PT	0
LOSS CONTROL (165)	2	2	2	2	2	2	2	2	2	2.5	0.5
SAFETY AND TRAINING (166)	3	4	4	4	4	4	4	4	7	6.5	-0.5
PURCHASING AND STORES (172)	4	4	4	4	4	4	4	5	5	6	1
GENERAL ADMINISTRATION (176)	2	2	2	2	2	2	2	2	2	2	0
FIXED ROUTE STAFFING TOTALS:	397	399	417	427	455	472	500	515	550	578	23.0
% CHANGE YEAR TO DATE	1.5%		4.0%	2.4%	6.6%	3.7%	5.9%	3.0%	6.8%	5.1%	
TOTAL REVENUE HOURS (BUDGETED)	402,126		408,312	426,689	453,013	465,480	459,196	482,774	508,550	530,131	
% CHANGE YEAR TO DATE	1.4%		1.7%	4.5%	6.2%	2.8%	-1.4%	5.1%	5.3%	4.2%	
02 PARATRANSIT DIVISION - FUNCTION											
ADMINISTRATION OF TRANSPORTATION (010)	14	14	15	15	15	19	19	19	20	20	0
SCHEDULING OF TRANSPORTATION (021)	7	7	7	8	8	8	8	8	8	8.00	0
REVENUE VEHICLE OPERATIONS (030)	55	51	57	57	61	61	52	56	62	62 FT	0
REVENUE VEH ICLE OPERATIONS (030)	5	5	3	3	2	2	2	1	5	5 PT	0
SERVICE REVENUE VEHICLES (051)	4	4	4	4	5	5	5	5	5	5	0
INSPECTION/MAINTENANCE REVENUE VEHICLES (061)	9	9	9	9	9	9	9	10	10	10	0
PARATRANSIT STAFFING TOTALS:	94	90	95	96	100	104	95	99	110	110.00	0.00
% CHANGE YEAR TO DATE	0.0%		1.1%	1.1%	4.2%	4.0%	-8.7%	4.2%	11.1%	0.0%	
TOTAL REVENUE HOURS (BUDGETED)	153,693		157,821	160,583	164,038	160,084	107,634	121,188	142,441	165,861	
% CHANGE YEAR TO DATE	0.0%		-2.5%	1.8%	2.2%	-2.4%	-32.8%	12.6%	17.5%	16.4%	
03 ADMINISTRATIVE DIVISION - FUNCTION											
COMMUNITY DEVELOPMENT (145)									4	4	0
OMBUDSMAN (162)	1	1	1	1	1	1	1	1	1	1	0
COMMUNICATIONS (163)	5	5	6	7	8	8	8	8	10	11	1
HUMAN RESOURCES (167)	5	5	6	6	7	7	7	8	8	8	0
INFORMATION SYSTEMS (170)	7	7	8	9	10	10	11	11	11	13	2
FINANCE (171)	8	8	10	10	10	10.60	10.60	10.60	10.60	10.60	0
PURCHASING AND STORES (172)	2	2	3	3	4	5	5	6	8	8	0
ENGINEERING (173)		0	5	5	6	8	8	9	11	11	0
REAL ESTATE MANAGEMENT (174)								1	0	0	0
RECORD COORDINATOR (175)	1	1	1	1	1	1	1	1	2	2	0
GENERAL ADMINISTRATION (176)	4	4	4	4	4	4	4	4	4	4	0
PLANNING (177)	7	7	7	7	7	7	8	9	9	9	0
PROJECT (185)	1	1	0	0	0	0	0	0	0	0	0
DATA COLLECTION (190)	1	1	0	0	0	0	0	0	0	0	0
ADMINISTRATIVE STAFFING TOTALS:	42.0	42.0	51.0	53.0	58.0	61.60	63.60	68.60	78.60	81.60	3
% CHANGE YEAR TO DATE	2.4%		18.6%	3.9%	9.4%	6.2%	3.2%	7.9%	14.6%	3.8%	
04 PLAZA DIVISION - FUNCTION											
GENERAL ADMINISTRATION (176)										1	0
VANPOOL STAFFING TOTALS:	0	0	0	0	0	0	0	0	0	1	0
05 VANPOOL DIVISION - FUNCTION											
INSP/MAINT REV VEH (061)	0	0	0	0	0	0	0	0	0	0	0
GENERAL ADMINISTRATION (176)	2	2	2	2	2	2	2	2	1	2	1
VANPOOL STAFFING TOTALS:	2	2	2	2	2	2	2	2	1	2	1
% CHANGE YEAR TO DATE	0.0%		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-50.0%	100.0%	
REVENUE HOURS (BUDGETED)	34,548		37,853	29,933	31,081	29,079	28,092	26,970	26,830	30,142	
% CHANGE YEAR TO DATE	0.0%		1.5%	-20.9%	3.8%	-6.4%	-3.4%	-4.0%	-0.5%	12.3%	
STAFFING GRAND TOTAL:	535.00	533.00	565.00	578.00	615.00	639.60	660.60	684.60	739.60	772.60	27.00

Capital Improvement Plan by Projects

						2024 by Funding Source									
Program Category	Program Name	ID	Project Name	Budget Control	Qty	2024 - Local	2024 - State	2024 - Federal	2024 Total	2025 Total	2026 Total	2027 Total	2028 Total	2029 Total	2024-2029
Vehicles	Fixed Route Fleet - Expansion	533	MF: Fixed Route Fleet Expansion-2025 Signature Coaches	8,854,885	7	-	-	-	-	8,854,885	-	-	-	-	8,854,885
		570	MF: Fixed Route Fleet Expansion-2026	2,194,222	3	-	-	-	-	-	2,194,222	-	-	-	2,194,222
		905	MF: Fixed Route Fleet Expansion-2025	3,560,049	5	-	-	-	-	3,560,049	-	-	-	-	3,560,049
	Fixed Route Fleet - Expansion Total			14,609,156	15	-	-	-	-	12,414,934	2,194,222	-	-	-	14,609,156
	Fixed Route Fleet - Replacement	492	Fixed Route Fleet Replacement-2026	7,314,074	10	-	-	-	-	-	7,314,074	-	-	-	7,314,074
		493	Fixed Route Fleet Replacement-2024	14,279,442	20	13,313,297	-	966,145	14,279,442	-	-	-	-	-	14,279,442
		494	Fixed Route Fleet Replacement-2026	4,364,853	4	-	-	-	-	-	4,364,853	-	-	-	4,364,853
		877	Fixed Route Fleet Replacement-2027	4,508,329	6	-	-	-	-	-	-	4,508,329	-	-	4,508,329
		904	Fixed Route Fleet Replacement-2025	12,816,176	18	-	-	-	-	12,816,176	-	-	-	-	12,816,176
		1029	Fixed Route Fleet Replacement-2029	3,840,735	3	-	-	-	-	-	-	-	-	3,840,735	3,840,735
	Fixed Route Fleet - Replacement Total			47,123,609	61	13,313,297	-	966,145	14,279,442	12,816,176	11,678,927	4,508,329	-	3,840,735	47,123,609
	Paratransit Vans	489	Paratransit Fleet Replacement-2024	3,063,933	20	3,063,933	-	-	3,063,933	-	-	-	-	-	3,063,933
		491	Paratransit Fleet Replacement-2025	965,139	6	-	-	-	-	965,139	-	-	-	-	965,139
		837	Paratransit Fleet Replacement-2026	1,857,892	11	-	-	-	-	-	1,857,892	-	-	-	1,857,892
		961	Paratransit Fleet Replacement-2028	3,724,229	20	-	-	-	-	-	-	-	3,724,229	-	3,724,229
		1031	Paratransit Fleet Replacement-2029	3,910,441	20	-	-	-	-	-	-	-	-	3,910,441	3,910,441
	Paratransit Vans Total			13,521,634	77	3,063,933	-	-	3,063,933	965,139	1,857,892	-	3,724,229	3,910,441	13,521,634
	Rideshare Vans	761	Rideshare Replacement 2024	852,000	16	396,389	455,611	-	852,000	-	-	-	-	-	852,000
		826	Rideshare Replacement 2025	605,000	11	-	-	-	-	605,000	-	-	-	-	605,000
		827	Rideshare Replacement 2026	635,000	11	-	-	-	-	-	635,000	-	-	-	635,000
		881	Rideshare Replacement 2027	665,000	11	-	-	-	-	-	-	665,000	-	-	665,000
		947	Rideshare New/ Replacement 2028	700,000	11	-	-	-	-	-	-	-	700,000	-	700,000
		1030	Rideshare Replacement 2029	714,000	11	-	-	-	-	-	-	-	-	714,000	714,000
	Rideshare Vans Total			4,171,000	71	396,389	455,611	-	852,000	605,000	635,000	665,000	700,000	714,000	4,171,000
	Non-Revenue Vehicles	776	Security Vehicles	80,000	2	-	-	-	-	80,000	-	-	-	-	80,000
		778	F/R Service Vehicles	90,000	2	-	-	-	-	90,000	-	-	-	-	90,000
		818	Supervisor Support Vehicles	90,000	2	-	-	-	-	-	90,000	-	-	-	90,000
		879	Security Patrol Vehicles	90,000	5	-	-	-	-	-	-	90,000	-	-	90,000
		880	Supervisor Support Vehicles	300,000	5	-	-	-	-	-	-	300,000	-	-	300,000
		932	Shelter Response Truck	52,000	1	-	-	-	-	-	52,000	-	-	-	52,000
		944	Security Support Vehicle	50,000	1	-	-	-	-	-	-	-	50,000	-	50,000
			Non-Revenue Vehicles Total	752,000	18	-	-	-	-	170,000	142,000	390,000	50,000	-	752,000
Vehicles Total				80,177,399	242	16,773,619	455,611	966,145	18,195,375	26,971,249	16,508,041	5,563,329	4,474,229	8,465,176	80,177,399
Facilities - Maintenance & Administration	Boone - Preservation and Enhancements	324	Boone Facility Fire Alarm Upgrade	350,000	0	175,000	-	-	175,000	-	-	-	-	-	175,000
		745	West Boone Avenue Crosswalk	150,000	0	150,000	-	-	150,000	-	-	-	-	-	150,000
		779	Capital Replacement of BEB Electric Charging-2023-2027	530,914	0	103,000	-	-	103,000	106,090	109,273	112,551	-	-	430,914
		876	Steam Pit Lift	150,500	0	-	-	-	-	-	-	150,500	-	-	150,500
		908	Boone NWG Battery Electric Bus (BEB) Charging Infrastructure Ad	2,800,000	0	2,162,000	283,000	300,000	2,745,000	600,000	-	-	-	-	3,345,000
		917	Audit, Electrical System for N&S Boone	300,000	0	300,000	-	-	300,000	-	-	-	-	-	300,000
		918	Electrical System Upgrade N/S Boone 2026	2,890,000	0	-	-	-	-	1,390,000	1,500,000	-	-	-	2,890,000
		920	HVAC, Capital Replacement M&A Facilities 2023-2027	177,350	0	26,250	-	-	26,250	40,000	42,000	44,100	-	-	152,350
		921	HVAC, Capital Replacement M&A Facilities 2028-2032	365,520	0	-	-	-	-	-	-	-	66,150	69,458	135,608
		926	Overhead Garage Door Replacement 2023-27	350,943	0	66,950	-	-	66,950	68,958	71,027	73,158	-	-	280,093
	Fleck Center - Preservation and Improvements	927	Overhead Garage Door Replacement 2028-32	400,058	0	-	-	-	-	-	-	-	75,353	77,613	152,966
		963	Capital Replacement of BEB Electric Charging-2028-2032	615,474	0	-	-	-	-	-	-	-	115,928	119,405	235,333
		971	Automated Load Management	300,000	0	100,000	-	-	100,000	40,000	40,000	40,000	40,000	40,000	300,000
		1024	Boone Clean Buildings- Dept of Commerce Work	1,350,000	0	250,000	-	-	250,000	250,000	250,000	200,000	200,000	200,000	1,350,000
		1025	NW Boone Fire Suppression Upgrade	1,600,000	0	-	-	-	-	1,600,000	-	-	-	-	1,600,000
			Boone - Preservation and Enhancements Total	12,330,759	0	3,333,200	283,000	300,000	3,916,200	4,095,048	2,012,300	620,309	497,431	506,476	11,647,764
		787	Fleck Center Drain/Slab UST	1,500,000	0	2,685,000	-	-	2,685,000	-	-	-	-	-	2,685,000
		862	Fleck Bus/Van Wash Replacement	895,000	0	133,525	528,475	-	662,000	295,000	-	-	-	-	957,000
			Fleck Center - Preservation and Improvements Total	2,395,000	0	2,818,525	528,475	-	3,347,000	295,000	-	-	-	-	3,642,000
	Miscellaneous Equipment and Fixtures	858	Mobile Aerial Work Platform	17,510	0	17,500	-	-	17,500	-	-	-	-	-	17,500
		861	Big Fan Install	100,000	0	37,233	-	-	37,233	-	-	-	-	-	37,233
		867	Drill Press Replacements	30,000	0	-	-	-	-	-	30,000	-	-	-	30,000
		913	Bandsaw, Industrial	10,000	0	10,000	-	-	10,000	-	-	-	-	-	10,000
		915	Main Boone TI Projects 2023-2027	530,914	0	203,000	-	-	203,000	106,090	109,273	112,551	-	-	530,914
		916	Main Boone TI Projects 2028-2032	615,477	0	-	-	-	-	-	-	-	115,928	119,406	235,334
		922	Lift, six post replacement	87,500	0	-	-	-	-	-	-	87,500	-	-	87,500
		924	Miscellaneous Equipment and Fixtures 2023-2027	214,980	0	41,200	-	-	41,200	42,436	44,558	46,786	-	-	174,980
		925	Miscellaneous Equipment and Fixtures 2028-2032	255,844	0	-	-	-	-	-	-	-	48,189	49,635	97,824
		930	Press	25,000	0	-	-	-	-	25,000	-	-	-	-	25,000
	Miscellaneous Equipment and Fixtures Total			1,887,225	0	308,933	-	-	308,933	173,526	183,831	246,837	164,117	169,041	1,246,285
	Facility Master Plan Program	828	Facilities Master Plan Update	600,000	0	500,000	-	-	500,000	-	-	-	-	-	500,000
	Facility Master Plan Program Total			600,000	0	500,000	-	-	500,000	-	-	-	-	-	500,000
Facilities - Maintenance & Administration Total				17,212,984	0	6,960,658	811,475	300,000	8,072,133	4,563,574	2,196,131	867,146	661,548	675,517	17,036,049

					2024 by Funding Source											
Program Category	Program Name	ID	Project Name	Budget Control	Qty	2024 - Local	2024 - State	2024 - Federal	2024 Total	2025 Total	2026 Total	2027 Total	2028 Total	2029 Total	2024-2029	
Facilities - Passenger & Operational	Park and Ride Upgrades	754	Five Mile Mobility Hub Preliminary Design	235,000	0	74,489	-	185,000	229,489	-	-	-	-	-	229,489	
		900	South Hill P&R Improvements	700,000	0	74,928	-	-	74,928	-	-	-	-	-	74,928	
		902	West Plains Transit Center Retrofit & Layover	208,811	0	60,000	-	-	60,000	-	-	-	-	-	60,000	
		928	Park and Ride Major Preservation 2023-2027	106,182	0	20,600	-	-	20,600	21,218	21,854	22,510	-	-	86,182	
		929	Park and Ride Major Preservation 2028-2032	123,091	0	-	-	-	-	-	-	-	23,185	23,880	47,065	
	Park and Ride Upgrades Total			1,373,084	0	230,017	-	185,000	415,017	21,218	21,854	22,510	23,185	23,880	527,664	
	Plaza Preservation and Improvements	765	STA Plaza Loudspeaker System Replacement	45,000	0	45,000	-	-	45,000	-	-	-	-	-	45,000	
		794	Plaza Exterior Signage	80,000	0	-	-	-	-	73,535	-	-	-	-	-	73,535
		845	Plaza Preservation and Improvements 2023-2027	273,430	0	130,000	-	-	130,000	54,636	56,275	57,964	-	-	-	298,875
		958	Plaza Preservation & Improvements 2028-2032	316,971	0	-	-	-	-	-	-	-	-	59,703	61,494	121,197
		959	Plaza Building and Systems Assessment	300,000	0	299,216	-	-	299,216	-	-	-	-	-	299,216	
		1026	Plaza Clean Buildings - Dept of Commerce Work	1,657,690	0	800,000	-	-	800,000	315,000	330,750	347,288	364,652	-	2,157,690	
		1027	Plaza Automatic Door Replacement	300,000	0	300,000	-	-	300,000	-	-	-	-	-	300,000	
	Plaza Preservation and Improvements Total			2,973,081	0	1,574,216	-	-	1,574,216	443,171	387,025	405,252	424,355	61,494	3,295,513	
	Route & Stop Facility Improvements	464	MF: Rural Highway Stop Improvements 2022-2025	700,000	0	693,371	-	-	693,371	300,000	-	-	-	-	993,371	
		743	MF: Service Change Bus Stops 2021-2023	1,850,940	0	104,741	-	-	104,741	-	-	-	-	-	104,741	
		753	Transit Shelter Lighting Retrofits 2020-2024	175,000	0	155,000	-	-	155,000	20,000	-	-	-	-	175,000	
		789	North Havana Street Sidewalk Improvement Project	270,000	0	85,000	-	-	85,000	150,000	-	-	-	-	235,000	
		791	MF: 2024 Service Change Operational Requirements	215,000	0	215,000	-	-	215,000	205,000	-	-	-	-	420,000	
		822	Bus Stop Improvements - 2026	100,000	0	-	-	-	-	-	100,000	-	-	-	100,000	
		823	Operational Improvements - 2026	200,000	0	-	-	-	-	-	200,000	-	-	-	200,000	
		824	Transit Shelter Replacement - 2022-2026	207,500	0	156,416	-	-	156,416	43,000	44,500	-	-	-	243,916	
		887	2023 Bus Stop Accessibility Improvement Project	205,250	0	205,250	-	-	205,250	-	-	-	-	-	205,250	
		888	Bus Stop Accessibility Improvement Project 2024-2028	1,116,250	0	185,500	-	-	185,500	218,000	224,000	230,000	177,000	30,250	1,064,750	
		894	Cooperative Projects - 2022-2027	3,000,000	0	994,110	-	-	994,110	500,000	500,000	500,000	-	-	2,494,110	
		896	Indian Trail Layover Improvement Project	725,000	0	75,000	-	-	75,000	75,000	25,000	-	-	-	100,000	
		898	Route Segment Investment Projects	1,767,500	0	1,500,000	-	-	1,500,000	354,250	364,000	395,750	-	-	2,614,000	
		899	Shelters & Lighting Program	991,200	0	417,359	-	-	417,359	249,800	200,400	71,500	-	-	939,059	
		903	Whitworth University Comfort Station	354,257	0	315,000	-	-	315,000	284,172	75,000	-	-	-	674,172	
		957	Mead & East Hillyard	436,500	0	-	-	-	-	21,825	65,475	261,900	87,300	-	436,500	
		965	Cheney Eagle Station Bay 1	300,000	0	298,811	-	-	298,811	25,000	-	-	-	-	323,811	
		1013	Portable Restrooms	1,100,000	0	-	-	-	-	800,000	100,000	-	-	-	900,000	
		1014	North Freya Corridor Bus Stops	400,000	0	75,000	-	-	75,000	200,000	-	-	-	-	275,000	
		1015	North Spokane Bus Stops (2027-2029)	1,580,000	0	-	-	-	-	-	85,000	515,000	515,000	465,000	1,580,000	
		1016	South Spokane Bus Stops (2027-2029)	1,580,000	0	-	-	-	-	-	85,000	515,000	515,000	465,000	1,580,000	
		1017	Spokane Valley Bus Stops (2027-2029)	1,580,000	0	-	-	-	-	-	85,000	515,000	515,000	465,000	1,580,000	
		1018	West Plains Bus Stops (2027-2029)	1,580,000	0	-	-	-	-	-	85,000	515,000	515,000	465,000	1,580,000	
		1019	Sprague-Bernard to Division	3,700,000	0	500,000	-	-	500,000	3,000,000	200,000	-	-	-	3,700,000	
		1022	Veterans Administration - Bus Stop & Crosswalk	500,000	0	75,000	-	-	75,000	400,000	25,000	-	-	-	500,000	
		1039	Service Change Improvements - 2024	1,500,000	0	1,300,000	-	-	1,300,000	-	-	-	-	-	1,300,000	
	Route & Stop Facility Improvements Total			25,634,397	0	7,350,558	-	-	7,350,558	6,796,047	2,388,375	3,519,150	2,324,300	1,890,250	24,268,680	
	Near Term Investments	948	Bus Stops for Hayford & McFarlane (West Plains)	600,000	0	479,000	-	-	479,000	198,000	23,000	-	-	-	700,000	
		949	New Bus Stops & Comfort Stn - Spokane Valley	794,000	0	766,962	-	-	766,962	38,000	-	-	-	-	804,962	
		950	East Fifth Avenue Bus Stop Accessibility & Improvements	348,000	0	175,690	-	-	175,690	29,580	-	-	-	-	205,270	
		951	Implement Capital Improvements for Plaza/Arena Service	1,246,000	0	1,246,000	-	-	1,246,000	109,430	-	-	-	-	1,355,430	
		1011	Airway Heights Connector	2,000,000	0	2,000,000	-	-	2,000,000	-	-	-	-	-	2,000,000	
	Near Term Investments Total			4,988,000	0	4,667,652	-	-	4,667,652	375,010	23,000	-	-	-	5,065,662	
	Hillyard Station	1012	Hillyard Station	7,200,000	0	-	-	-	-	-	860,000	6,140,000	200,000	-	7,200,000	
	Hillyard Station Total			7,200,000	0	-	-	-	-	-	860,000	6,140,000	200,000	-	7,200,000	
	Transit Center Upgrades	1023	West Plains Transit Center - Operational Expansion & Enhanceme	7,000,000	0	1,200,000	-	-	1,200,000	5,400,000	100,000	-	-	-	6,700,000	
	Transit Center Upgrades Total			7,000,000	0	1,200,000	-	-	1,200,000	5,400,000	100,000	-	-	-	6,700,000	
Facilities - Passenger & Operational Total				49,168,562	0	15,022,443	-	185,000	15,207,443	13,035,446	3,780,254	10,086,912	2,971,840	1,975,624	47,057,519	
Technology	Business Systems Replacement	841	Enterprise Asset Management System Implementation	1,100,000	0	-	-	-	-	350,000	-	-	-	-	350,000	
		Business Systems Replacement Total					1,100,000	0	-	-	350,000	-	-	-	350,000	
		763	Project Management Software	306,000	0	306,000	-	-	306,000	-	-	-	-	-	306,000	
		Capital Program Management Software Total					306,000	0	306,000	-	-	-	-	-	306,000	
	Communications Technology Upgrades	796	Digital Monitors for Customer Information	745,000	0	175,854	-	-	175,854	-	-	-	-	-	175,854	
	Communications Technology Upgrades Total			745,000	0	175,854	-	-	175,854	-	-	-	-	-	175,854	
	Computer Equipment Preservation and Updates	972	Mobile Data Router Replacement 2024	427,500	0	427,500	-	-	427,500	-	-	-	-	-	427,500	
		1007	Mobile Data Router Replacement 2028	500,000	0	-	-	-	-	-	-	-	500,000	-	500,000	
		1008	Mobile Data Router Replacement 2029-All except FR	513,000	0	-	-	-	-	-	-	-	-	513,000	513,000	
	Computer Equipment Preservation and Updates Total			1,440,500	0	427,500	-	-	427,500	-	-	-	500,000	513,000	1,440,500	
	IS Infrastructure and End User Equipment	336	Fiber Communications	1,213,455	0	-	-	-	-	-	109,300	112,600	115,900	119,400	-	457,200
		883	Interior Firewalls	300,000	0	300,000	-	-	300,000	-	-	-	-	-	-	300,000
		934	Network Switch Replacement	720,000	0	-	-	-	-	-	-	720,000	-	-	-	720,000
		935	Storage Appliance Update	140,000	0	140,000	-	-	140,000	-	-	-	-	-	-	140,000
		936	Cyber Security Technologies	290,000	0	-	-	-	-	75,000	-	-	-	-	75,000	
		937	Desktop and Laptop Refresh	620,000	0	250,000	-	-	250,000	-	-	-	-	-	250,000	
		938	Plaza Network Additions	300,000	0	275,000	-	-	275,000	-	-	-	-	-	275,000	
		941	Desktop and Laptop Refresh	653,000	0	-	-	-	-	-	428,000	225,000	-	-	653,000	
		1009	Network Access Controls	150,000	0	150,000	-	-	150,000	-	-	-	-	-	150,000	
		1034	Northside Conference Room Equipment	75,000	0	75,000	-	-	75,000	-	-	-	-	-	75,000	
		1036	Southside Conference Room Equipment	150,000	0	150,000	-	-	150,000	-	-	-	-	-	150,000	
	IS Infrastructure and End User Equipment Total			4,561,455	0	1,290,000	-	-	1,290,000	184,300	1,260,600	340,900	119,400	-	3,195,200	
	Operating & Customer Service Software	1032	PASS Web Trip Booking and PASS App	334,808	0	217,833	-	-	217,833	-	-	-	-	-	217,833	
		1038	Fare Collection System Upgrades - 2024-2028	1,000,000	0	200,000	-	-	200,000	-	-	-	-	-	200,000	
	Operating & Customer Service Software Total			1,334,808	0	417,833	-	-	417,833	-	-	-	-	-	417,833	
	Security and Access Technology	608	Park and Ride Camera System - Hastings	71,500	0	71,500	-	-	71,500	-	-	-	-	-	71,500	
		610	Park and Ride Camera System - South Hill	74,600	0	74,600	-	-	74,600	-	-	-	-	-	74,600	
		1010														

						2024 by Funding Source									
Program Category	Program Name	ID	Project Name	Budget Control	Qty	2024 - Local	2024 - State	2024 - Federal	2024 Total	2025 Total	2026 Total	2027 Total	2028 Total	2029 Total	2024-2029
High Performance Transit Implementation	Central City Line	347	MF: Design and Construction	85,410,407	0	1,368,295	-	5,310,237	6,678,532	-	-	-	-	-	6,678,532
	Central City Line Total			85,410,407	0	1,368,295	-	5,310,237	6,678,532	-	-	-	-	-	6,678,532
	Cheney Line	764	MF: Cheney Corridor Improvements	4,490,000	0	381,220	396,780	-	778,000	-	-	-	-	-	778,000
	Cheney Line Total			4,490,000	0	381,220	396,780	-	778,000	-	-	-	-	-	778,000
	I-90/Valley Line	469	MF: Mirabeau Transit Center Improvements	6,300,000	0	1,987,625	2,277,664	-	4,265,289	224,489	-	-	-	-	4,489,778
		477	MF: Appleway Station Park and Ride	10,388,000	0	216,000	640,800	343,200	1,200,000	5,000,000	2,888,000	-	-	-	9,088,000
		955	Argonne Station Park and Ride	13,000,000	0	100,000	400,000	-	500,000	2,500,000	6,250,000	3,750,000	-	-	13,000,000
		1020	I-90/Valley HPT, Route 7	3,100,000	0	700,000	-	-	700,000	2,400,000	-	-	-	-	3,100,000
		1021	Valley Transit Center BEB Charging Infrastructure	3,200,000	0	300,000	-	-	300,000	2,800,000	100,000	-	-	-	3,200,000
	I-90/Valley Line Total			36,048,000	0	3,303,625	3,318,464	343,200	6,965,289	12,924,489	9,238,000	3,750,000	-	-	32,877,778
	Monroe-Regal Line	479	MF: Monroe-Regal Shelter and Stop Enhancements	5,810,798	0	1,093,290	-	-	1,093,290	-	-	-	-	-	1,093,290
		897	Monroe-Regal Line HPT Branding	688,937	0	500,000	-	-	500,000	-	-	-	-	-	500,000
	Monroe-Regal Line Total			6,499,735	0	1,593,290	-	-	1,593,290	-	-	-	-	-	1,593,290
	Sprague Line	540	MF: Sprague HPT Improvements	6,556,000	0	2,170,120	2,154,552	-	4,324,672	-	-	-	-	-	4,324,672
		901	Sprague Line HPT Branding	1,207,607	0	1,207,607	-	-	1,207,607	545,000	81,107	-	-	-	1,833,714
	Sprague Line Total			7,763,607	0	3,377,727	2,154,552	-	5,532,279	545,000	81,107	-	-	-	6,158,386
High Performance Transit Implementation Total	West Broadway Line	952	West Broadway Line Improvements	1,880,000	0	340,000	-	-	340,000	376,000	-	-	-	-	716,000
		953	Broadway Cooperative Reconstruction Infrastructure	400,000	0	240,000	-	-	240,000	120,000	-	-	-	-	360,000
		954	Broadway Supporting Amenities	200,000	0	60,000	-	-	60,000	100,000	40,000	-	-	-	200,000
	West Broadway Line Total			2,480,000	0	640,000	-	-	640,000	596,000	40,000	-	-	-	1,276,000
	High Performance Transit Implementation Total			142,691,749	0	10,664,157	5,869,796	5,653,437	22,187,390	14,065,489	9,359,107	3,750,000	-	-	49,361,986
Connect 2035	BRT Fleet	1028	2035: BRT Fleet - 2029	33,269,424	16	-	-	-	-	-	-	-	-	33,269,424	33,269,424
	BRT Fleet Total			33,269,424	16	-	-	-	-	-	-	-	-	33,269,424	33,269,424
	Connect 2035 Future Initiatives	1033	2035: Future Projects, including Facilities	160,000,000	0	2,000,000	-	500,000	2,500,000	25,000,000	25,000,000	10,000,000	10,000,000	10,000,000	82,500,000
	Connect 2035 Future Initiatives Total			160,000,000	0	2,000,000	-	500,000	2,500,000	25,000,000	25,000,000	10,000,000	10,000,000	10,000,000	82,500,000
	Division Street BRT	830	2035: Division Line - PE and NEPA Scoping	2,642,715	0	464,149	-	-	464,149	-	-	-	-	-	464,149
		895	2035: Division Line BRT: Project Development	15,000,000	0	-	5,041,302	500,000	5,541,302	4,500,000	4,750,000	894,000	-	-	15,685,302
		956	2035: Division BRT Construction and Implementation	154,476,062	0	-	-	-	-	-	-	54,000,000	90,000,000	10,476,082	154,476,082
	Division Street BRT Total			172,118,797	0	464,149	5,041,302	500,000	6,005,451	4,500,000	4,750,000	54,894,000	90,000,000	10,476,082	170,625,533
	Connect 2035 Total			365,388,221	16	2,464,149	5,041,302	1,000,000	8,505,451	29,500,000	29,750,000	64,894,000	100,000,000	53,745,506	286,394,957
	Grand Total			664,622,778	258	54,998,313	12,178,184	8,104,582	75,281,079	88,670,058	62,854,133	85,502,287	108,727,017	66,374,823	486,409,397

SPOKANE TRANSIT AUTHORITY
PLANNING & DEVELOPMENT COMMITTEE MEETING

December 6, 2023

AGENDA ITEM 5A : CONNECT SPOKANE COMPREHENSIVE PLAN: DISCUSS DRAFT REVISIONS

REFERRAL COMMITTEE: n/a

SUBMITTED BY: Karl Otterstrom, Chief Planning & Development Officer
Mike Tresidder, Senior Transit Planner

SUMMARY: *Connect Spokane* is STA's comprehensive plan, setting forth a planning vision and policy framework to help guide decisions made by the Board of Directors, staff, and partnering agencies for at least the next 30 years. STA is currently in the second phase of a major update to the plan informed by discussion and input at the September and October 2023 Planning and Development Committee meetings, staff have returned with the attached redline draft to the *Communications and Public Input* Element. For ease of reference, the current language is also attached.

RECOMMENDATION TO COMMITTEE: Receive report.

Communications and Public Input

As a public agency, Spokane Transit Authority believes that proper communications and public input is of the highest importance. To ensure transparency, accountability, and fairness, STA must use a broad range of communication tools and tactics to reach as many people as possible. As technology improves, the amount of information available and the speed at which it can reach those interested increases daily, creating both opportunities and challenges. Fortunately, STA is able to utilize a variety of communications tools and tactics to both inform and gather information. ~~The following list is not intended to be a complete list of communications tools which may be used but a sample of some strategies that STA may use for a variety of purposes.~~

Outreach Tool	Definition
Public Hearing	A meeting during which public testimony may be heard and formal action may be taken on any measure before the STA board of directors
Legal Notice	Public posting or advertising in newspapers to announce a legal action or intent
Display Ads in Newspaper	Paid advertisement in the newspaper to alert readers about an upcoming event or action
Website/Online Social Media	Updates to the website and social media are quick and efficient ways of getting notice to the public quickly
Mobile Device Alerts	Real time information can alert customers to important real time information
Signs	Signs on buses, at stop locations, and at transit centers can help to reach people who use transit services
Rider Alerts	Notifications of route, frequency, or other information that is of particular interest to riders
Direct Mailings	Mail sent to an affected group or area to educate, notify, or request input
Workshops/Open Houses/Town Halls	Types of meetings where staff and public interact and discuss various issues
Surveys (scientific and self-selected)	Surveying opinions and ideas can help public agencies understand how to better serve the constituency
On-board Information	Pamphlets and posters that alert riders to information
Displays at Transit Centers	Permanent or temporary displays at transit centers are able to reach a large number of system riders
SEPA	The public outreach requirements of Washington State's State Environmental Protection Act (SEPA) can be an effective tool for communicating with the public about proposed actions

1. ~~In order meaningful feedback, STA vary each individual to our audience a~~

Communications and Public Input Goal

STA will promote openness, honesty, and fairness through appropriate public ~~outreach~~ engagement efforts.

In order to increase meaningful feedback, STA provides engagement opportunities that allow for ample participation. This will vary based on the target audience, but includes:

1. **Frequency:** One opportunity is rarely sufficient, whether due to conflicting obligations or barriers in the effectiveness of that opportunity (such as lack of trust). We will provide multiple opportunities and convey true interest in hearing input and enable more people to participate.
2. **Choice:** Offer multiple ways to engage, as different opportunities are more or less attractive to different people. By offering multiple ways to engage, such as online surveys and in-person open houses, it will encourage everyone to participate, and allow for participation that is convenient and effective for each individual. We will endeavor to offer a remote component to every engagement opportunity.
3. **Accessibility:** Address barriers to access including various disabilities, limited internet or technology capabilities, childcare needs, language differences, lack of availability at various times of the day, and others. The first step to breaking down barriers to access will be identifying them before the engagement. Co-create materials to be culturally relevant, culturally resonant and in-language.
4. **Location:** We will need to engage people in neutral and inclusive locations where they are comfortable. Unfamiliar or formal settings can invoke unease. Additionally, the further the location of engagement is from a community, the less likely it is for robust engagement to occur. Familiar settings will promote comfort, and settings within the community convey that the community is in control of their future. Furthermore, going to the community takes effort, which will convey to our audience a genuine interest in engagement.
5. **Brevity:** We need to seek formats that are approachable and take little time to complete.
6. **Moderation:** To moderate effectively, we will make sure those who are not the loudest voices can be more active in the conversation. Our formats will allow everyone to give equal input and we will use quantitative research to understand how the majority feels.
7. **Input:** We can use both qualitative input methods (for breadth and depth of input) and quantitative input methods (for numbers and representation).
8. **Information:** The information about progress will need to be easily accessible and educate participants on transit in the region. This way, people can jump into engagement at any point with an understanding of public transit and provide meaningful input.
9. **Transparency:** STA promises that it will keep the public informed. We will listen to and acknowledge concerns and aspirations that are shared with us, which will inform the decision-making. We will share how public input influenced our decision-making.

Communications and Public Input Principles

These principles describe the foundation for the policies found in this element:

1. ~~Continuous Accountable and Equitable~~ Communication

Open, honest, early, and continuous equitable communication with all stakeholders increases public confidence in STA.

Changes in STA's operations can impact many stakeholders, both insidewithin and outside of the agency. As a resultSTA, acknowledges that Black, Indigenous, and other people of color (BIPOC) and low-income populations cancontinue to be disproportionately impacted by transportation decisions in their communities—increasing the riskresulting in higher risks of harmful outcomes for residents of these neighborhoods-these communities. For this reason, care should be taken to ensure all stakeholders are identified and remain well-informed.

2. Accountable

A public account of decisions made and responses to public input regarding these decisions increases STA's accountability to its customers.

Thorough recordkeeping helps to ensure a common understanding of decisions, policies, and responses. Sharing records with the public demonstrates the transparency with which STA conducts its business.

3. Accessible Information

Providing access and non-technical explanations of relevant reports, records, and documents in a variety of formats demonstrates STA's commitment to transparency.

STA conducts its business in a fair, honest, and legal manner. For that reason, providing access to relevant documents so that the material may be consumed and understood by people of all abilities broadens the public's perception of STA's high operating standards.

4. Two-way Communications

Consideration of the views of regulators, stakeholders, and the ~~general public~~public in making decisions demonstrates STA's commitment to fairness and equity.

Transit agencies exist to serve the community. To that end, community members have the right to share their views regarding transit service.

5. Timely

The provision of sufficient time for full public participation, including advance notice of activities and steps in the public process, demonstrates fairness and respect.

Scheduling events and the overall public process with an appreciation of today's busy lifestyles allows for the broadest public participation process possible.

6. Purposeful

Questions pertinent to issues under consideration should be answered by knowledgeable staff.

One can appreciate the frustration stemming from ~~poorly answered~~poorly answered questions. Providing complete, accurate information increases the public's confidence in STA.

Communications and Public Input Policies

CI 1.0 – Designing Public Engagement and Outreach

Where appropriate, STA staff or consultants will design comprehensive engagement and outreach strategies that follow the principles of this element while utilizing the appropriate tactics. The engagement strategies will be designed to communicate clear expectations regarding the intent of the public participation projects. The Public Participation Spectrum designed by the International Association of Public Participation (IAP2) is a framework designed to understand the key levels that lie along the spectrum, and that must be considered when designing an effective public engagement and outreach strategy.

INCREASING IMPACT ON THE DECISION					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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The following policies are intended to serve as a guide describing public outreach/input requirements for each action. In cases where there are federal or state requirements for public outreach/input, STA will meet the minimum requirements. In cases where STA has requirements in addition to those defined by the state or federal government, STA will follow both.

CI 1.1 – Public Engagement: Service Activities

1.1.1 Service Changes

In addition to following Federal Transit Administration guidelines for public outreach for service reductions, STA will also comply with the policy found in the following table.

How to read the following table:

1. Determine cost and ridership impacts.
2. Consider exceptions.
3. The more severe cost or ridership impact determines the category (ex. Cost impacts fall into Category II but ridership impacts fall into Category I, follow the decision making and input/outreach process of Category II)

Any fixed-route adjustment or elimination which would change the paratransit boundary enough to eliminate service from at least one active customer^{1*} will trigger a Category II process.

**Active customer is someone who has used paratransit services within a year of the public hearing date.*

¹ [Active customer is someone who has used paratransit services within a year of the public hearing date.](#)

Public Input Categories

Public Input Categories				
		I – Minor	II – Moderate	III - Major
Determining Threshold	Cost Impacts	Less than 1.0% growth or reduction in revenue hours of service in any calendar year	1.0% up to 5.0% reduction or 12.0% - 10% growth in revenue hours of service in any calendar year	More than 5.0% reduction or more than 10% growth in revenue hours of service in any calendar year
	OR	OR	OR	OR
	Ridership Impacts	Less than .5% of annualized system ridership negatively impacted by loss of bus stop, trips or route at any given service change	.5% up to 5.0% of annualized system ridership negatively impacted by loss of bus stop, trips or route at any given service change	5% or more of annualized system ridership negatively impacted by loss of bus stop(s), trip(s) or route(s) at any given service change
	Exceptions	Construction-related or emergency changes necessary for a period not exceeding 180 days for changes that would otherwise be moderate or major	Changes that would normally be classified as minor changes, but require a higher classification because of significant public interest or board involvement	None
Resulting Actions	Input and Outreach	Employee and customer input, etc. Documented informal outreach for feedback on changes; may include survey or other tools <u>and tactics</u>	Outreach activities including driver and rider input, surveys, meetings with community groups, or other tools <u>and tactics</u> . Report to Board on activities.	Public Outreach Plan approved by Board in advance of outreach, which may include outreach to affected community groups, employers, etc.
	Decision-Making Process	CEO or designee; staff report summarizing <u>detailing</u> changes submitted to the Board prior to changes going into effect (except for exceptions that are reported at least 30 days after) <u>within 30 days of changes going into effect</u>	Public hearing prior to Operations Committee and Board action.	At least one public hearing. Board action following Operations Committee recommendation -with Title VI report.
Examples		Running time adjustments Departure time adjustments Minor bus reroutes Changes to bus stop locations (Per CI 1.4)	Significant route changes Addition or deletion of service to a large area	A large service reduction A restructure of the network

1.1.2 Fare Increases

Fare increases of more than 10% in any three-year period shall be considered through the public outreach process as a Category III-Major Change as defined in Policy 1.1. For cumulative changes, the Category III-Major Change public process will only be applied to the increase which breaks the 10% threshold, not the previous increases.

1.1.3 Title VI Reporting

During major service reductions and fare increases, STA will conduct an analysis to verify that no discrimination of protected classes takes place.

Title VI provides that “no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.”

1.1.4 Stop Changes

If the cumulative stop changes that take place within a calendar year affect the boardings of 10% of a route’s annual ridership, STA will use the tactics described in the beginning of this element to gather public input before a final decision is made.

A stop serves as the point at which a rider can access the transit service. The placement of this access is important for the rider, driver, and riders already on board. STA is continually evaluating stop locations along all transit routes by considering safety, stop spacing, and proximity to destinations.

CI 1.2 – Public Engagement: Planning Activities

1.2.1 Comprehensive Plan

STA will undertake public outreach efforts for subsequent updates to the Comprehensive Plan and allow an opportunity for public testimony prior to any substantive amendments.

Any change which affects the substance of the Comprehensive Plan will require a public hearing and supporting public outreach.

1.2.2 Strategic Plan

STA will undertake public outreach efforts for subsequent updates to the Comprehensive Plan and allow an opportunity for public testimony prior to any substantive amendments.

Any change which affects the substance of the Strategic Plan will require a public hearing and supporting public outreach.

1.2.3 Transit Development Plan

STA will hold at least one public hearing while developing its program for each annual update.

As a public transportation benefit area authority in Washington State, STA is required to prepare a six-year transit development plan (TDP) and annual report. This document provides updated information to the Washington State Department of Transportation on the various activities of STA. The TDP can be found here: <https://www.spokanetransit.com/projects-plans/transit-development-plan>

1.2.4 HPT Corridor Planning

During any Alternatives Analysis for a High Performance Transit corridor, STA or its consultant will develop a public outreach plan to both gather input and provide information about the project being evaluated.

1.3.2.5 Grants

Public engagement in the grant application process provides the public with additional information on why the agency is seeking state or federal dollars for the project. Public engagement also provides the granting agency with additional information, including overall support of the proposed project.

Grant Condition	Public Process
Grants in Capital Improvement Program (CIP)	Adoption of CIP will serve as the public process
Grants applications less than \$1 million*	Notice on STA's website
Grants applications at least \$1 million*	Adoption by Board of Directors

*If grant application project is not contained in the Capital Improvement Program

1.4 Stop Changes

~~**If the cumulative stop changes that take place within a calendar year affect the boardings of 10% of a route's annual ridership, STA will use the tools described in the beginning of this element to gather public input before a final decision is made.**~~

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1.6 Comprehensive Plan

~~**STA will undertake public outreach efforts for subsequent updates to the Comprehensive Plan and allow an opportunity for public testimony prior to any substantive amendments.**~~

Any change which affects the substance of the Comprehensive Plan will require a public hearing and supporting public outreach.

CI 1.3 – Public Engagement: Capital Development Activities**1.3.19 Major Capital Projects**

During the annual Capital Improvement Program (See System Infrastructure Policy 4.0) update process, which identifies all major capital projects, appropriate public outreach and a public hearing shall take place prior to adoption. Amendments to the Capital Improvement Program will follow a similar process.

Any capital project requiring board approval and outside of the normal budgeting process shall be subject to a public hearing to receive public input and testimony.

1.3.12 NEPA/SEPA/Environmental outreach

Where appropriate or required, STA shall incorporate public outreach and SEPA and NEPA evaluations, with the intent to exceed minimum requirements.

1.3.13 Major Construction Projects

During any Major Construction Project over \$5 million, STA or its consultant will develop a public outreach plan to provide information about the project.

1.3.4.11 Budget

STA shall hold at least one public hearing prior to the adoption of the annual budget.

Each year the Board of Directors adopts an annual budget that outlines how the agency intends to spend tax, fare, grant and advertising monies.

1.3.57 Disadvantaged Business Enterprise (DBE)

The DBE goals will be available on STA's website for no less than 15 days prior to adoption by the Board.

1.8 Title VI Reporting

~~*During major service reductions and fare increases, STA will conduct an analysis to verify that no discrimination of protected classes takes place.*~~

Title VI provides that "no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance."

1.9 Major Capital Projects

~~*During the annual Capital Improvement Program (See System Infrastructure Policy 4.0) update process, which identifies all major capital projects, appropriate public outreach and a public hearing shall take place prior to adoption. Amendments to the Capital Improvement Program will follow a similar process.*~~

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1.10 HPT Corridor Planning

~~*During any Alternatives Analysis for a High Performance Transit corridor, STA or its consultant will develop a public outreach plan to both gather input and provide information about the project being evaluated.*~~

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~~*STA shall hold at least one public hearing prior to the adoption of the annual budget.*~~

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1.13 Major Construction Projects

~~*During any Major Construction Project over \$5 million, STA or its consultant will develop a public outreach plan to provide information about the project.*~~

CI 2.0 – Service Communication

2.1 Branding

All branding shall be part of a coordinated system-wide branding plan developed to better the customer experience.

Effective branding can help the customer by conveying simple messages about frequency, span, destinations, and connectivity. By creating a larger branding plan, STA will be consistent with branding styles and purposes.

2.2 Technology

Use improving technology to increase the amount of ridership information available to customers.

By using new and existing technologies, STA can increase ridership by creating a more pleasant experience for transit riders. Technology can decrease wait time, improve decisions about mode choice, increase safety, etc.

2.3 Public Education

Invest resources in educating existing and potential customers about travel options.

STA offers a variety of transportation services (i.e. fixed-route, paratransit, rideshare) that assist in providing solutions to many different customer needs. By investing in education, STA can help customers ensure that they are best utilizing the transportation services which STA provides.

Communications and Public Input

As a public agency, Spokane Transit Authority believes that proper communications and public input is of the highest importance. To ensure transparency, accountability, and fairness, STA must use a broad range of communication tools to reach as many people as possible. As technology improves, the amount of information available and the speed at which it can reach those interested increases daily, creating both opportunities and challenges. Fortunately, STA is able to utilize a variety of communications tools to both inform and gather information. The following list is not intended to be a complete list of communications tools which may be used but a sample of some strategies that STA may use for a variety of purposes.

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Communications and Public Input Goal

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Communications and Public Input Principles

These principles describe the foundation for the policies found in this element:

1. Continuous Communication

Open, honest, early, and continuous communication with all stakeholders increases public confidence in STA.

Changes in STA's operations impact many stakeholders, both within and outside of the agency. For this reason, care should be taken to ensure all stakeholders are identified and remain well-informed.

2. Accountable

A public account of decisions made and responses to public input regarding these decisions increases STA's accountability to its customers.

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6. Purposeful

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Communications and Public Input Policies

CI 1.0 – Public Outreach

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**Active customer is someone who has used paratransit services within a year of the public hearing date.*

Public Input Categories				
		I – Minor	II – Moderate	III - Major
Determining Threshold	Cost Impacts	Less than 1.0% growth or reduction in revenue hours of service in any calendar year	1.0% up to 5.0% reduction or 1.0% - 10% growth in revenue hours of service in any calendar year	More than 5.0% reduction or more than 10% growth in revenue hours of service in any calendar year
	OR	OR	OR	OR
	Ridership Impacts	Less than .5% of annualized system ridership negatively impacted by loss of bus stop, trips or route at any given service change	.5% up to 5.0% of annualized system ridership negatively impacted by loss of bus stop, trips or route at any given service change	5% or more of annualized system ridership negatively impacted by loss of bus stop(s), trip(s) or route(s) at any given service change
	Exceptions	Construction-related or emergency changes necessary for a period not exceeding 180 days for changes that would otherwise be moderate or major	Changes that would normally be classified as minor changes, but require a higher classification because of significant public interest or board involvement	None
Resulting Actions	Input and Outreach	Employee and customer input, etc. Documented informal outreach for feedback on changes; may include survey or other tools	Outreach activities including driver and rider input, surveys, meetings with community groups, or other tools. Report to Board on activities.	Public Outreach Plan approved by Board in advance of outreach, which may include outreach to affected community groups, employers, etc.
	Decision-Making Process	CEO or designee; staff report detailing changes submitted to the Board prior to changes going into effect (except for exceptions that are reported at least 30 days after)	Public hearing prior to Operations Committee and Board action.	At least one public hearing. Board action following Operations Committee recommendation with Title VI report.
Examples		Running time adjustments Departure time adjustments Minor bus reroutes Changes to bus stop locations (Per CI 1.4)	Significant route changes Addition or deletion of service to a large area	A large service reduction A restructure of the network

1.2 Fare Increases

Fare increases of more than 10% in any three-year period shall be considered through the public outreach process as a Category III-Major Change as defined in Policy 1.1. For cumulative changes, the Category III-Major Change public process will only be applied to the increase which breaks the 10% threshold, not the previous increases.

1.3 Grants

Grant Condition	Public Process
Grants in Capital Improvement Program (CIP)	Adoption of CIP will serve as the public process
Grants applications less than \$1 million*	Notice on STA's website
Grants applications at least \$1 million*	Adoption by Board of Directors

*If grant application project is not contained in the Capital Improvement Program

1.4 Stop Changes

If the cumulative stop changes that take place within a calendar year affect the boardings of 10% of a route's annual ridership, STA will use the tools described in the beginning of this element to gather public input before a final decision is made.

A stop serves as the point at which a rider can access the transit service. The placement of this access is important for the rider, driver, and riders already on board. STA is continually evaluating stop locations along all transit routes by considering safety, stop spacing, and proximity to destinations.

1.5 Transit Development Plan

STA will hold at least one public hearing while developing its program for each annual update.

As a public transportation benefit area authority in Washington State, STA is required to prepare a six-year transit development plan (TDP) and annual report. This document provides updated information to the Washington State Department of Transportation on the various activities of STA. The TDP can be found here: <https://www.spokanetransit.com/projects-plans/transit-development-plan>

1.6 Comprehensive Plan

STA will undertake public outreach efforts for subsequent updates to the Comprehensive Plan and allow an opportunity for public testimony prior to any substantive amendments.

Any change which affects the substance of the Comprehensive Plan will require a public hearing and supporting public outreach.

1.7 Disadvantaged Business Enterprise (DBE)

The DBE goals will be available on STA's website for no less than 15 days prior to adoption by the Board.

1.8 Title VI Reporting

During major service reductions and fare increases, STA will conduct an analysis to verify that no discrimination of protected classes takes place.

Title VI provides that "no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance."

1.9 Major Capital Projects

During the annual Capital Improvement Program (See System Infrastructure Policy 4.0) update process, which identifies all major capital projects, appropriate public outreach and a public hearing shall take place prior to adoption. Amendments to the Capital Improvement Program will follow a similar process.

Any capital project requiring board approval and outside of the normal budgeting process shall be subject to a public hearing to receive public input and testimony.

1.10 HPT Corridor Planning

During any Alternatives Analysis for a High Performance Transit corridor, STA or its consultant will develop a public outreach plan to both gather input and provide information about the project being evaluated.

1.11 Budget

STA shall hold at least one public hearing prior to the adoption of the annual budget.

Each year the Board of Directors adopts an annual budget that outlines how the agency intends to spend tax, fare, grant and advertising monies.

1.12 NEPA/SEPA/Environmental outreach

Where appropriate or required, STA shall incorporate public outreach and SEPA and NEPA evaluations, with the intent to exceed minimum requirements.

1.13 Major Construction Projects

During any Major Construction Project over \$5 million, STA or its consultant will develop a public outreach plan to provide information about the project.

CI 2.0 – Service Communication

2.1 Branding

All branding shall be part of a coordinated system-wide branding plan developed to better the customer experience.

Effective branding can help the customer by conveying simple messages about frequency, span, destinations, and connectivity. By creating a larger branding plan, STA will be consistent with branding styles and purposes.

2.2 Technology

Use improving technology to increase the amount of ridership information available to customers.

By using new and existing technologies, STA can increase ridership by creating a more pleasant experience for transit riders. Technology can decrease wait time, improve decisions about mode choice, increase safety, etc.

2.3 Public Education

Invest resources in educating existing and potential customers about travel options.

STA offers a variety of transportation services (i.e. fixed-route, paratransit, rideshare) that assist in providing solutions to many different customer needs. By investing in education, STA can help customers ensure that they are best utilizing the transportation services which STA provides.

SPOKANE TRANSIT AUTHORITY
PLANNING & DEVELOPMENT COMMITTEE MEETING

December 6, 2023

AGENDA ITEM 5B : CONNECT 2035 STRATEGIC PLAN UPDATE

REFERRAL COMMITTEE: n/a

SUBMITTED BY: Karl Otterstrom, Chief Planning & Development Officer
Mike Tresidder, Senior Transit Planner

SUMMARY: Staff will provide the Planning & Development Committee with a review of activities completed in the past month and activities planned through the end of January 2024.

BACKGROUND: In December 2022, STA adopted Phase 1 of its next 10-year strategic plan, Connect 2035. The deliverables from Phase 1 can be found here:

<https://staconnect2035.com/about/documents/>

A Board Workshop centered on Connect 2035 was held with the STA Board of Directors on November 1, 2023. That workshop established a shared understanding of STA's current position regarding: (a) delivery of STA Moving Forward commitments, (b) Fixed Route network performance and opportunities, and (c) financial sustainability. The workshop also provided an understanding of the impacts and implications of availability and level of revenue sources and gained concurrence from the Board on funding and investment principles for Connect 2035.

Recent engagement efforts have included:

- Direct mail to community-based organizations and key community stakeholders
- Launching the STA Insight Network through the Citizen Advisory Committee (CAC)
- Debut of Board Engagement and knowledge-share, events
- Miscellaneous work on employee engagement and outreach

RECOMMENDATION TO COMMITTEE: Receive report.

SPOKANE TRANSIT AUTHORITY

PLANNING & DEVELOPMENT COMMITTEE MEETING

December 6, 2023

AGENDA ITEM 5C : RIDESHARE PROGRAM OVERVIEW

REFERRAL COMMITTEE: n/a

SUBMITTED BY: Brandon Rapez-Betty, Chief Operations Officer
Greg Garrett, Rideshare Manager - Paratransit

SUMMARY: STA's services operate through Fixed Route, Paratransit, and Rideshare modes. Spokane Transit Rideshare complements traditional services by offering commuting alternatives in areas where regular bus routes might not be the most efficient choice. This flexibility caters especially well to our region's dispersed employment landscape, supporting employees in low-density areas.

BACKGROUND: At the end of 2019, just before COVID, Rideshare had 80 active groups and almost 550 participants. During COVID, STA Rideshare dropped to a low of 59 active groups and was as low as 281 participants.

Presently, Spokane Transit Rideshare has recovered back to 80 groups with around 400 participants, utilizing a fleet of 97 vehicles, including 8 designated for maintenance spares.

A Rideshare participant pays a monthly fare of \$60, \$80, or \$100 a month, depending on their specific route. Rideshare farebox revenue for 2023 is budgeted for \$248,066.

During the COVID-19 Pandemic, Rideshare faced challenges but remained resilient due to specific measures taken by STA which included the following:

- Rideshare implemented a board-approved fare structure change from a cost-sharing model to a per person model based on Fixed Route monthly fares.
- STA changed the name of the program from Vanpool to Rideshare to coincide with the Washington State legislative changes.
- Introduced non-van vehicles into the fleet, such the AWD SUV Chevy Traverse.

Despite the return to pre-COVID operational levels, Rideshare continues to seek expansion opportunities by creating a promotional plan and securing the following three WSDOT Public Rideshare Grants totaling \$1.125 million.

- \$119,350 towards an incentive program to subsidize employees of worksites that currently do not receive an employer subsidy for Rideshare.
- \$72,000 towards the purchase of telematic technology for the entire Rideshare fleet.
- \$934,007 toward the purchase of 22 replacement Rideshare vehicles

The incentive program aims to increase monthly Rideshare participation by 126 individuals and will run until June 2025.

RECOMMENDATION TO COMMITTEE: Receive report.

SPOKANE TRANSIT AUTHORITY
PLANNING & DEVELOPMENT COMMITTEE MEETING

December 6, 2023

AGENDA ITEM 6: CEO REPORT - INFORMATION

REFERRAL COMMITTEE: n/a

SUBMITTED BY: E. Susan Meyer, Chief Executive Officer

SUMMARY: At this time, the CEO will have an opportunity to comment on various topics of interest regarding Spokane Transit.

RECOMMENDATION TO COMMITTEE: For discussion.

SPOKANE TRANSIT AUTHORITY

PLANNING & DEVELOPMENT COMMITTEE MEETING

December 6, 2023

AGENDA ITEM 7A: FEDERAL TRANSIT ADMINISTRATION SECTION 5310 FUNDING
OPPORTUNITY UPDATE

REFERRAL COMMITTEE: n/a

SUBMITTED BY: Karl Otterstrom, Chief Planning & Development Officer
Madeline Arredondo, Associate Transit Planner

SUMMARY: The Federal Transit Administration's (FTA) Section 5310 program's goal is to enhance the mobility of seniors and individuals with disabilities. The 2023 Section 5310 Call for Projects is currently underway, with preliminary proposals submitted to STA in November 2023. The following report summarizes the status of the application process.

BACKGROUND: The FTA Section 5310 program provides annual formula funding to Spokane Transit Authority (STA), who is a designated recipient of these funds, to assist eligible organizations in providing transportation services for seniors and individuals with disabilities who have special transportation needs. STA is responsible for administering, contracting, and providing oversight of projects selected through the annual Section 5310 Call for Projects.

On October 19, 2023, the STA Board of Directors approved a local contribution of \$190,000 for the 2023 Section 5310 Call for Projects to partially offset local match requirements for subrecipients. On October 20, 2023, STA issued a Section 5310 Call for Projects with a total of \$805,296 in federal and STA local funds.

The table below describes the funding available in this Call for Projects

Section 5310 Funding Summary 2023 Call for Projects	
Funding Source	Amount Available
FY 2023 Apportionment (Federal Match)	\$615,296
STA Local Match Contribution (Board approved 10/19/2023)	\$190,000
Total Funding Available	\$805,296

After the Call for Projects was released, an informational meeting was held by STA staff on October 25, 2023, for interested agencies to provide program information, review application requirements, and to answer questions. A total of four (4) interested agencies participated in the WebEx meeting. STA also offers office hours every Wednesday from 9:00 a.m. to 10:30 a.m. to answer questions and provide technical assistance with application materials until the Final Project Application due date.

On November 10, 2023, STA received seven (7) preliminary proposals from five (5) different agencies. The total federal funding request is \$780,067 in federal funds, exceeding the available amount for this call. Staff is reviewing proposed projects with applicants to verify projects costs, which may change in the final project applications.

The eligibility review of preliminary proposals is underway by STA staff including the following criteria: the applicant is an eligible subrecipient for Section 5310 funds, the project fits one or more goals/strategies of the Spokane County Coordinated Public Transit – Human Services Transportation Plan (HSTP), the project’s target population is seniors and individuals with disabilities, and an assessment of risk to identify if additional monitoring requirements will be needed to ensure compliance with federal regulations.

Evaluation of Final Project Applications will be conducted by an ad hoc committee comprised STA staff, a Spokane Regional Transportation Council (SRTC) representative, and a Washington State Department of Transportation (WSDOT) representative. Draft funding recommendations will be presented at the February 7, 2024, Planning & Development Committee meeting.

The table below outlines the timeline for this call and selection of projects. Emboldened items represent actions that include action of information to STA Board of Directors or this committee.

5310 Call for Projects Timeline	
Date	Activity
October 19, 2023	STA Board approved a local match contribution of \$190,000
October 20, 2023	Call for projects issued
October 25, 2023	Informational meeting for interested applicants
November 10, 2023	Preliminary proposals due
December 6, 2023	Planning & Development Committee receives report on preliminary proposals and next steps
December 8, 2023	Final project applications due
December 21, 2023	STA Board receives report on preliminary proposals and next steps
December 2023 – January 2024	Evaluation and ranking of projects
February 7, 2024	Planning & Development Committee recommends project awards
February 22, 2024	STA Board acts on recommended project applications
March 2024	Submission of Program of Projects to FTA
2024	FTA approval and funds obligated
2024	Finalize and execute subrecipient agreements

RECOMMENDATION TO COMMITTEE: Information only.

SPOKANE TRANSIT AUTHORITY
PLANNING & DEVELOPMENT COMMITTEE MEETING

December 6, 2023

AGENDA ITEM 8: JANUARY 31, 2024, COMMITTEE MEETING DRAFT AGENDA REVIEW

REFERRAL COMMITTEE: n/a

SUBMITTED BY: Karl Otterstrom, Chief Planning & Development Officer

SUMMARY: At this time, members of the Planning & Development Committee will have an opportunity to review and discuss the items proposed to be included on the agenda for the meeting of January 31, 2024.

RECOMMENDATION TO COMMITTEE: For discussion.

Spokane Transit Authority
1230 West Boone Avenue
Spokane, WA 99201-2686
(509) 325-6000

PLANNING & DEVELOPMENT COMMITTEE MEETING

Wednesday, January 31, 2024

10:00 a.m. – 11:30 a.m.

Meeting In Person at the STA Boardroom

Spokane Transit Authority, 1230 W. Boone Avenue, Spokane, WA

w/Virtual Public Viewing Option

Virtual Link:	Join here	
Password:	Members: 2024	Guests: 0124
Call-in Number:	1-408-418-9388	Event #: xxxx xxx xxxx

DRAFT AGENDA

1. Call to Order and Roll Call
2. Committee Chair Report (*5 minutes*)
3. Committee Action (*5 minutes*)
 - A. Minutes of the December 6, 2023, Committee Meeting -- *Corrections/Approval*
4. Committee Action
 - A. Board Consent Agenda (*15 minutes*)
 1. Federal Transit Administration Section 5310: 2023 Call for Projects Award (*Otterstrom*)
 - B. Board Discussion Agenda -- *none*
5. Reports to Committee (*40 minutes*)
 - A. Review 2024 Planning & Development Committee Work Program (*Otterstrom*)
 - B. Transit Development Plan: 2025-2030 Overview (*Otterstrom*)
 - C. Connect Spokane Comprehensive Plan Update: Review Draft Elements (*Otterstrom*)
 - D. Connect 2035 Strategic Plan Update (*Otterstrom*)
6. CEO Report (*Meyer*) (*15 minutes*)
7. Committee Information (*5 minutes*)
8. Review March 1, 2024, Committee Meeting Agenda
9. New Business
10. Committee Members' Expressions (*5 minutes*)
11. Adjourn

Next Committee Meeting: Wednesday, March 1, 2024, at 10:00 a.m. via In Person

Agendas of regular Committee and Board meetings are posted the Friday afternoon preceding each meeting at the STA's website: www.spokanetransit.com. Discussions concerning matters to be brought to the Board are held in Committee meetings. The public is welcome to attend and participate. Spokane Transit assures nondiscrimination in accordance with Title VI of the Civil Rights Act of 1964 and the Americans with Disabilities Act. For more information, see www.spokanetransit.com. Upon request, alternative formats of this information will be produced for people who are disabled. The meeting facility is accessible for people using wheelchairs. For other accommodations, please call 325-6094 (TTY Relay 711) at least forty-eight (48) hours in advance.

SPOKANE TRANSIT AUTHORITY
PLANNING & DEVELOPMENT COMMITTEE MEETING

December 6, 2023

AGENDA ITEM 9: NEW BUSINESS

REFERRAL COMMITTEE: n/a

SUBMITTED BY: n/a

SUMMARY: At this time, the Committee will have the opportunity to initiate discussion regarding new business relating to Planning & Development.

RECOMMENDATION TO COMMITTEE: For Discussion.

SPOKANE TRANSIT AUTHORITY
PLANNING & DEVELOPMENT COMMITTEE MEETING

December 6, 2023

AGENDA ITEM 10: COMMITTEE MEMBERS' EXPRESSIONS

REFERRAL COMMITTEE: n/a

SUBMITTED BY: n/a

SUMMARY: At this time, members of the Planning & Development Committee will have an opportunity to express comments or opinions.

RECOMMENDATION TO COMMITTEE: n/a